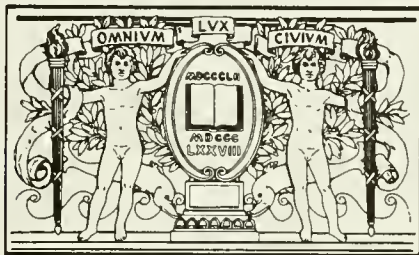


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CHINATOWN
Housing Improvement Program

華埠住宅改進計劃

DEVELOPMENT PROPOSAL
for the site of
Parcel R-3/R-3A Boston, MA

Submitted by
ASIAN COMMUNITY DEVELOPMENT CORPORATION

Greater Boston Community Development, Inc.
Development Consultant

Woo & Williams
Architects

Goodwin, Procter & Hoar
Legal Counsel

June 14, 1988

華埠住宅改進計劃

麻州波士頓市 R3/R3A 地段

發展方案

一九八八年六月十四日由亞美社區發展協會呈交

大波士頓社區發展公司

發展顧問

禹與威廉士公司

建築設計師

固文、普羅克特與豪爾公司

法律顧問

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ACKNOWLEDGEMENTS

The Asian Community Development Corporation (ACDC) would like to acknowledge the following individuals and organizations for their generous assistance towards the completion of this proposal. Much appreciation extends to Anna Wong Yee of the Sampan for translating and typesetting, Jeffrey Wong of Shanghai Printing Company for typesetting and printing, and to the Riley Foundation and Old South Fund for their financial support.

1

Letter of Interest

意願書

亞美社區發展協會
Asian Community Development Corporation

360-B TREMONT STREET
BOSTON, MASSACHUSETTS 02116
TELEPHONE (617) 482-2380

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Jeffrey Wong

Regina Lee
Executive Director
Tarry Hum
Project Coordinator

June 14, 1988

Stephen Coyle, Director
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

RE: Chinatown Housing Improvement Program
Parcel R-3/R-3A

Dear Mr. Coyle:

The Asian Community Development Corporation (ACDC) is pleased to submit this proposal to develop Parcel R-3/R-3A as part of the Chinatown Housing Improvement Program.

ACDC is eager to undertake this exciting opportunity to develop quality and affordable housing as well as to create a development that will have a positive impact on Chinatown. Members of ACDC have worked hard to help shape the Chinatown Community Plan into a plan that will truly serve the needs of the Asian community. ACDC appreciates the effort which BRA has put into working with the community in developing the Chinatown Community Plan and Chinatown Housing Improvement Program, and is excited at the chance to participate in carrying out their objectives.

The Board of Directors of ACDC is composed of eleven individuals with diverse and strong records of professional success and community achievements. Most of the Board members were born and raised in Chinatown. All are actively involved in the Asian community, serving on numerous boards, committees, and task forces over the years.

Stephen Coyle
June 14, 1988
Page Two

An undertaking of this scope and complexity requires special expertise and commitment. In response to this challenge, ACDC has assembled a team of outstanding professionals who are well qualified and enthusiastic about the prospect of carrying out this effort. In addition to ourselves, the development team includes:

Greater Boston Community Development, Inc.
Development Consultant

Woo & Williams
Architect

Goodwin, Procter & Hoar
Legal Counsel

ACDC is proud to propose a development that includes the following features:

units
31.5%
4.8%
elderly 25%
Housing -- Our plans include 220 units of quality, affordable housing with an emphasis on family housing. Of these, 50% or 110 units will be three and four bedroom family units, and 25% or 55 units will be developed as housing for the elderly.

Affordability -- In reviewing the affordability requirements, ACDC has proposed to surpass them, proposing half of the units to be affordable to low-income households. A total of two-thirds of the apartments will be affordable to low-income and moderate income households.

A New YMCA -- The development proposal includes 30,800 square feet of program space, which exceeds the Parcel R-3/R-3A Request for Proposal minimum guidelines. More importantly, it incorporates the South Cove YMCA development packet and includes the gymnasium, recreational space, community service space and a day care center. In response to the critical need for transitional housing in Chinatown, ACDC is proposing 24 Single Room Occupancy units as part of the YMCA development proposal beyond the 220 apartments described above. In light of Chinatown's historical role as a "bachelor society," SRO's not only promote an important source of housing for a sector of the community but also serves to preserve an important aspect of Chinatown's cultural heritage.

Stephen Coyle
June 14, 1988
Page Three

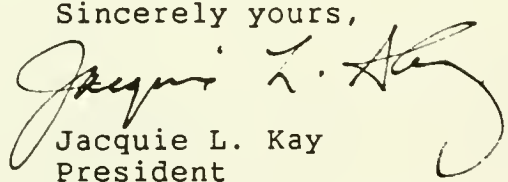
Open Space -- Ample outdoor space is provided by a lower courtyard designed to stimulate public use and an upper courtyard with a playground designed for family use. The proposal also includes a roof garden.

Parking -- The proposal includes 174 parking spaces located below grade. This corresponds to .79 parking spaces per dwelling unit.

If ACDC is designated as developer of Parcel R-3/R-3A, the development team will be ready to begin immediately to move the project forward to a construction start. Considering the urgent need for quality and affordable housing in Chinatown, we hope that a developer is designated expeditiously. Having Regina Lee as Executive Director and Tarry Hum as Project Coordinator, an eager development team is anxious to start. Between now and designation, the development team will refine its development proposal by soliciting community input, preparing design schematics, and solidifying the financial and employment plans.

We are excited about this community venture, being a major actor and are pleased to submit this proposal. We look forward to working with you and the community in bringing these plans to a new reality and responding to the needs of affordable housing in our community.

Sincerely yours,


Jacquie L. Kay
President

JLK/dh
3522A

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Tunney Lee
Andrew Leong
Jeffrey Wong

STAFF

Regina F. Lee
Executive Director and
Primary Contact Person

• Tarry Hum
R-3/R-3A Project Coordinator

GBCD CONTACT PERSON

Swan L. Oey
R-3/R-3A Project Manager
Greater Boston Community Development, Inc.
79 Milk Street
Boston, MA 02109
Phone: (617) 482-6553

Project T-100

100-100-100

2. THE PROJECT TEAM

Community Development Corporation:

Asian Community Development Corporation

Development Consultant:

Greater Boston Community Development, Inc.

Architects:

Woo & Williams

Legal Counsel:

Goodwin, Procter & Hoar

SUMMARY OF PROJECT TEAM

The project team consists of a community development corporation, a charitable, nonprofit corporation, a certified minority business enterprise and a prominent legal firm providing pro bono service. This represents a unique combination of skills and experience which are well suited to bring the R-3/R-3A project to a successful completion and operation.

The Asian Community Development Corporation brings broad based community support and a long standing commitment to the well being of the Asian community. Greater Boston Community Development, Inc. is one of the largest and most successful nonprofit community development entities in the nation. Woo & Williams is an award winning, SOMBA certified architectural firm which has recently completed or has under construction over 6,450 units of housing. Goodwin, Procter & Hoar, whose real estate practice is among the largest, most diverse and sophisticated in Boston, will contribute pro bono services through designation.

COMMUNITY DEVELOPMENT CORPORATION:

ASIAN COMMUNITY DEVELOPMENT CORPORATION

The Asian Community Development Corporation (ACDC) formed as a vehicle for concerned community members to have a voice in shaping the changes which were occurring in their neighborhood.

Upon seeing signs of development and growth potential being created by the city and developers, the absence of a viable community force partaking in the development process was clear.

In light of the urgent need for affordable housing, the concerned community members recognized a need for a community development corporation which could provide the capacity to implement a community-based development agenda.

For over a year, people met informally to discuss the creation of a new community development corporation which would focus on affordable housing and economic development opportunities such as job creation, business revitalization, and skills training.

In May 1987, ACDC was established on the organizational principle that it should always be accessible and accountable to the Asian community at all times. This principle will be embodied in all phases of ACDC's activities and programs. On the strength of this principle, ACDC was able to build a membership base of over 60 dues paying individuals in its initial three months. ACDC's membership list confirms ACDC's broad based community support. (Membership list included in Appendix)

During the past year, ACDC has sought to establish a strong and effective board, continue to build membership, outreach to various organizations and individuals in the Asian community, raise funds for operations and seed money expenses, and begin steps towards accomplishing its goal for production of affordable housing in Chinatown. As a new community development corporation, ACDC has made significant progress during its first year and is ready to embark on a major housing development project. Parcel R-3/R-3A provides an ideal development opportunity for ACDC to increase its capacity and establish a track record.

The Board of Directors of ACDC is composed of eleven individuals with diverse and strong records of professional success and community achievements. All of the Board members are Asian, and most were born and raised in Chinatown. All have been involved in the Asian community by serving in leadership positions in many community organizations and projects. Their individual contacts, integrity and credibility will assure ACDC's success.

ACDC as an organizational whole reflects a diverse collection of individuals who have extensive knowledge, expertise and experience in community development and the various stages of the

development process. Professor Tunney Lee, Chairman of the Department of Urban Studies and Planning at Massachusetts Institute of Technology, has been involved in the planning and development of numerous projects including Copley Place, Parcel to Parcel Linkage Project #1, Boston State Hospital, and Charlestown Navy Yard. Furthermore, Professor Lee has initiated and implemented several strategic planning projects for the Chinatown community.

Ms. Jacquie Kay, Mr. Howard Lee, and Professor Tunney Lee have all served previously on the Chinese Economic Development Council Board and were involved in policy and development decisions on Oxford Place Housing, the China Trade Center, and 31 Beach Street. As a staff person of the Chinese Economic Development Council, Joseph Chow, currently Vice President at Bank of Boston, was instrumental in the development of the Oxford Place Housing, the acquisition of the Boylston Street building (now the China Trade Center), and the acquisition of 31 Beach Street. As staff attorney of Greater Boston Legal Services Chinatown Outreach Program, Andrew Leong has in-depth insight and experience with addressing the housing needs of low-income tenants. Finally, in addition to the wealth of her experience in community development, Ms. Caroline Chang played a key role in the rent-up process of Tai Tung Village. (See the following pages for a list of Directors; resumes are included in Appendix)

The Board has met with various community agencies and organizations, including the Chinatown-South Cove Neighborhood Council, South Cove YMCA, Chinese American Civic Association, Chinese Consolidated Benevolent Association, Asian American Resource Workshop, Quincy School Community Council and the abutting Boston Chinese Evangelical Church, as well as individual business and community leaders. Many have expressed support and endorsement of ACDC's efforts.

Recently, ACDC has been awarded \$46,000 from the Riley Foundation and \$15,000 from the Old South Fund. Additional sources of funding have also been solicited including \$55,000 from the Community Enterprise Economic Development Program (CEED).

With a strong Board of Directors, a broad and committed membership base, community support, and initial funding in place, ACDC has taken specific steps towards the development of R-3/R-3A. Regina Lee and Tarry Hum have been hired to serve as Executive Director and Project Coordinator, respectively, on a full time basis. In order to further enhance its ability to continue to have accessible dialogue and interaction with the Asian and the affordable housing development community, ACDC has opened an office in Mass Pike Towers and plans to add an Outreach Specialist to its staff. (Staff resumes are included in Appendix)

After a year of planning and significant progress, ACDC is poised and ready to be selected the community developer of Parcel R-3/R-3A.

LIST OF DIRECTORS

Caroline Chang -- Regional Director, Office of Civil Rights, Department of Health and Human Services. Co-founder of the South Cove Community Health Center, Chinese American Civic Association and Chinese Golden Age Center. Board member of the Massachusetts Asian American Forum, Old Colony Trust and Harry Dow Memorial Legal Assistance Fund. Born and raised in Chinatown.

Joseph Chow -- Vice President, Bank of Boston. Former Board member of South Cove Community Health Center.

Neil Chin -- Long time resident of Chinatown. Member of the Chinatown South Cove Neighborhood Council and Chinese Consolidated Benevolent Association's Tufts Scholarship Committee. Co-founder of the South Cove Community Health Center, Quincy School Community Council, and Chinese American Civic Association. Past Board member of the South Cove YMCA and Boston Chinese Community Urban Renewal Committee.

Kenneth Jong -- Fiscal Director, Chronic Care Division of Department of Health and Hospitals, City of Boston. Past Moderator, Quincy School Community Council; past Board member of the Chinese American Civic Association.

Jacquie Kay -- President of her own consulting firm, WPI, Inc. Former Board member of the Chinese Economic Development Council and South Cove Community Health Center. Past consultant to the Chinatown-South Cove Neighborhood Council.

Howard H. Lee, Esq. -- Attorney and Economist. Commissioner of the Massachusetts Civil Service Commission. Former Director of International Marketing (Asian Division) of Honeywell Corporation. Member of the Asian American Lawyers Association. Past President of Organization of Chinese Americans, New England Chapter.

Paul W. Lee, Esq. -- Partner, Goodwin, Procter & Hoar. Past President of the Asian American Lawyers Association. Legal advisor to the Quincy School Community Council and past Board member of the South Cove Community Health Center. Born and raised in Chinatown.

Tunney Lee -- Architect and Planner. Chairman of the Department of Urban Studies and Planning, Massachusetts Institute of Technology. Former Massachusetts Deputy Commissioner for Division of Capitol Planning and Operations. Former Board member of the Chinese Economic Development Council and South Cove Community Health Center. Technical advisor to the Masterplan Committee of the Chinatown-South Cove Neighborhood Council.

List of Directors
(continued)

Andrew Leong, Esq. -- Staff Attorney, Chinatown Outreach Program, Greater Boston Legal Services. Board member and former President of the Quincy School Community Council.

Jeffrey Wong -- Long time resident and businessman in Chinatown. Owner, Shanghai Printing Company. Board member of the South Cove YMCA, past member of the Chinatown Grievance Task Force.

Harry Yee, Esq. -- Massachusetts Assistant Attorney General. President, Asian American Lawyers Association. Instructor, New England Law School. Board member of the Chinatown Housing and Land Development Task Force. Born and raised in Chinatown.

DEVELOPMENT CONSULTANT:

GREATER BOSTON COMMUNITY DEVELOPMENT, INC.

Since 1964, GBCD, a charitable, nonprofit corporation, has assisted 43 community-based organizations in the creation of more than 5,000 units of affordable housing across Massachusetts. GBCD's economic development division is assisting neighborhood-based developers in the creation of a quarter of a million square feet of light industrial, R&D, retail and office space. In addition, GBCD has designed a number of housing program initiatives -- including the Boston Housing Partnership's rehabilitation programs -- and assisted in managing their implementation.

GBCD's staff includes more than 30 experienced professionals with specialized responsibilities in debt and equity finance, construction, law, property management, and economic development. As one of the largest and most successful nonprofit community development entities in the country, GBCD's activities range from small developments for the elderly in rural Massachusetts to large scale mixed-income family developments such as the 269-unit Tent City project in Boston's South End, redevelopment of the 10 acre, 200-unit North Common site in Lawrence, and to its central role in the development and financing of Boston Housing Partnership's 700-unit and 900-unit rehab programs.

Perhaps the most unique of GBCD's services has been its pioneering work in real estate syndication for nonprofit sponsors. Syndication has enabled nonprofit housing sponsors to focus the substantial tax subsidies available through the Federal Tax Code for investors in low-income housing, especially government-assisted housing. The equity financing resulting from this ownership technique has become an increasingly important element with passage of the Tax Reform Act of 1986 and the cutbacks in other housing subsidy funds. Since 1971, GBCD has organized more than 20 limited partnerships to which investors have contributed more than \$50 million and which have total debt and equity financing of more than \$200 million.

As housing developments involve increasingly complex financing and public/private partnerships, GBCD has maintained a mission to promote neighborhood development for low and moderate income citizens and to enable nonprofit neighborhood organizations to control these development projects and assure their long term success. GBCD's Executive Director, Patrick Clancy; Director of Housing Development, Peter Munkenbeck; and R-3/R-3A Project Manager, Swan Liong Oey, will be working with ACDC in assisting with the Parcel R-3/R-3A development. (GBCD corporate brochure and resumes are included in Appendix)

ARCHITECTS:

WOO & WILLIAMS

Woo & Williams is an award winning, certified minority business enterprise in architecture, landscape architecture and urban design, with extensive experience in large scale and complex housing projects similar to the development proposed for the R-3/R-3A parcel. The Cambridge based firm has been named competition winner in a number of major national and international design competitions in the area of housing, including the Roosevelt Island Housing Competition for 800 units of mixed housing in New York, the Manchester Street Park Competition for 3/4 mile street park and 150 units of housing in Pittsburgh and the 1988 Olympic Athlete's and Reporter's Village Competition for 5,780 units of housing with 350,000 SF of commercial space in Seoul, Korea. The Olympic Village project is scheduled to be completed June 1988, freeing up the firm's capacity for the R-3/R-3A development.

The development proposed for Parcel R-3/R-3A is a complex project requiring a mix of elderly and family housing, underground parking, community facilities, extensive community involvement and private/public funding. Woo & Williams has proven experience in all these areas. The firm has worked on MHFA, SHARP, HUD-202, EOCD and DCPO as well as privately funded projects. Woo & Williams has worked on a number of developments with Massachusetts community groups such as the Coalition for a Better Acre, Spencer Housing Authority, Middleborough Housing Authority, and Upper State Street CDC. Furthermore, Woo & Williams has experience with housing developments similar in complexity as the R-3/R-3A proposal. Its Spencer Housing Authority project consists of three and four bedroom family units mixed with individual elderly units with congregate shared facilities. Its Heatherwood project is 235 units of elderly housing with underground parking and 20,000 SF of community facilities. The Indian Motorcycle Building is a 139 unit mixed-income family housing development requiring extensive involvement with minority community groups and maintaining a 50% minority man-hour component during construction. All three projects are currently under construction.

Both principals and two associates will be working on the R-3/R-3A development. Their resumes and a summary of their recent housing experience are included in the Appendix.

LEGAL COUNSEL:

GOODWIN, PROCTER & HOAR

Goodwin, Procter & Hoar is one of the largest law firms in Boston with approximately 210 lawyers. The firm's real estate practice is among the largest, most diverse and sophisticated in Boston. The department, which now consists of more than 30 lawyers, is active in all aspects of real estate but is principally involved in the areas of development, institutional financing, joint ventures, syndications, historic preservation, land use and environmental matters. In its representation of developers, investors, and financial institutions, the firm has been involved in many of the largest real estate transactions in the United States. In addition, the firm has worked on major lending transactions and equity participation loans for a number of insurance companies, commercial banks and thrift institutions. Over the last several years, the firm has developed a special expertise in the area of creative financing and investment by pension funds and other exempt organizations.

Attorneys at GP&H are currently involved in a wide variety of pro bono activities including providing services to community development corporations. The firm also encourages all attorneys to participate in professional organizations and programs in their areas of practice. One attorney has been President of the Massachusetts Black Lawyers Association; two have been President of the Asian-American Lawyers Association of Massachusetts.

3. DEVELOPMENT PROGRAM

A. INTRODUCTION

Boston Chinatown is a vital and growing economic, residential and cultural center for the Asian community in Greater Boston and Massachusetts. However, despite its unique and important multi-functions, Chinatown is a community with dire needs. As one of Boston's poorest and densest communities, Chinatown has suffered a long history of public disinvestment, poor city service delivery and political neglect.

Furthermore, increasing downtown development pressure is posing an additional challenge to Chinatown's survival as a commercial and residential community. Real estate speculation increases the threat of residential displacement and serves to potentially prohibit the important function of Chinatown as a source of affordable housing for Asian immigrants.

To ensure Chinatown's continued viability and growth, a collaborative effort between the Boston Redevelopment Authority (BRA) and the Chinatown-South Cove Neighborhood Council (CNC) to develop a comprehensive development plan for the Chinatown community was initiated in July 1987. The Chinatown Community Plan provides an important opportunity for the community to take a proactive position in defining the future development of Chinatown.

In light of the housing crisis in Chinatown, one overall goal of the Chinatown Community Plan is to preserve and increase the housing supply with a priority on affordable and subsidized housing. In part, this goal will be actively implemented through the Chinatown Housing Improvement Plan which aims to provide 500 units of housing on the remaining publicly-held sites in Chinatown.

The Asian Community Development Corporation (ACDC) proposal for the development of R-3/R-3A demonstrates a firm commitment to the continued viability and vitality of the Chinatown community. The ACDC development program, based on the new construction of 220 residential units and 24 Single Room Occupancy units, provides for community-based ownership and control of affordable housing and much needed recreational, community and open space.

B. DEVELOPMENT CONTEXT

The housing needs of Chinatown are well documented. The 1987 BRA survey on Chinatown housing conditions noted that while the Chinatown population grew from 3700 residents in 1980 to 5100 residents in 1987, only 70 housing units were added to the housing supply.

Much of Chinatown's housing stock is old and dilapidated. According to a visual inspection survey conducted in 1985 by examining the exteriors of 195 buildings, 46% of the buildings were in poor condition and 2% in very poor condition. In 1980, about one-third of Chinatown housing units were in buildings completed before 1939.

The urgent need for affordable housing can be measured, in part, by Chinatown's low housing vacancy rate of 3.2% and the extensive degree of overcrowdedness. The average Chinatown household size is 4.0 people compared to a 1985 average household size of 2.5 persons city-wide. Moreover, the demand for affordable housing is primarily for family and elderly housing. The population of Chinatown is comprised of substantial proportions of elderly and children. 41% of Chinatown households contain at least one elderly person while 18% contain two or more elderly and 48% of Chinatown households have children.

Over 60% of current Chinatown residents interviewed for the 1987 BRA Chinatown housing conditions survey stated a need for larger units, primarily three bedroom units. In spite of a great demand for family units, the availability of affordable family units is extremely limited in Chinatown. Tai Tung Village and Mass Pike Towers are two family subsidized housing complexes in Chinatown. However, of the 214 units in Tai Tung Village, only 39 are 3 bedroom units with the majority as 2 bedroom units while in Mass Pike Towers, only 16 of the 200 units are 3 bedroom units.

Presently, there are 400-600 applications for family units in Tai Tung Village and Mass Pike Towers. These families have been on the waiting list since 1978-1979. While families wait for a unit to become available, the majority live in Chinatown with relatives or in inadequate sized units.

C. DEVELOPMENT PROGRAM

1. Affordable Housing

To address the severe need for affordable housing, ACDC proposes to develop 220 units of housing on R-3/R-3A. A total of two-thirds of the units will be affordable to low and moderate income households. In fact, one-half of the units will be affordable to low-income households. The remaining one-third will be priced at market levels. All the residential units are rental units. Based on a 1987 BRA survey on Chinatown users, 77% of Chinatown residents preferred a rental unit over other types of housing opportunities. Furthermore, 68% of non-resident Chinatown users and 72% of Asians who are very likely to move to Chinatown if comparable housing was available, also expressed a preference for rental housing.

Though current plans call for all rental units, ACDC will conduct market and financial feasibility studies on home ownership opportunities. If homeownership opportunities are available, ACDC will explore alternative homeownership possibilities such as limited equity cooperatives and implement an educational strategy to inform the community of these options.

2. Family and Elderly Housing

The ACDC proposal for R-3/R-3A emphasizes the development of family and elderly units to accommodate the outstanding demand for these types of housing. One half of the total residential units, 110 units will be family sized units with 3-4 bedrooms. Fifty-five of the residential units will be low-income elderly units with the remaining 55 units as 1-2 bedroom units. However, if market and financial feasibility studies and community input indicate a need to explore alternative unit mixes, the ACDC development team will do so.

Despite the historical dominance of traditional extended families, the elderly today have expressed a preference to live nearby but independently of their families. ACDC proposes to develop a separate elderly housing complex which will share a courtyard with family units to accommodate the elderly's desire for independence yet maintain a sense of kinship and community.

3. Urban Design ?

The urban design features of ACDC's proposal for the development of R-3/R-3A affirms Chinatown's cultural identity, reinforces a sense of street-scape continuity and enhances R-3/R-3A's symbolism as a critical link between Chinatown and neighboring communities such as the South End. The existing low-rise residential fabric of Oak Street, Johnny Court and Maple Place will be enhanced as low-rise brick town house-like structures will interface these streets.

Two residential towers of approximately fifteen (15) stories each will anchor the site on Marginal Road. One residential tower is located adjacent to the Boston Chinese Evangelical Church and will house fifty-five (55) elderly and handicapped units. The other tower, on the corner of Washington Street and Marginal Road, will house fifty-five (55) 1 and 2 bedroom and handicapped units. The volume and density of the towers are minimized as only four units will be located on each floor. Furthermore, the smaller number of units on each floor of the residential towers allows for a sense of neighborly co-habitation and addresses important issues of security and public safety (e.g., crime watches).

The cultural heritage of Chinatown is reinforced by the R-3/R-3A development as its design embodies elements of traditional Chinese architecture such as courtyards, gates and walls. Low and midrise residential buildings interface with the streets and serve to enclose around two inner courtyards which are entered through street-sized gateways on Johnny Court, Washington and Oak Streets. This architectural and urban design concept promotes a sense of community and kinship among the neighbors and users of the open space.

4. Open Space

Much needed outdoor space is amply provided for with two landscaped inner courtyards and a roof garden. The open space serves multi-functions and is easily accessed through large gateways on Washington Street, Oak Street and Johnny Court. The landscaped courtyards invite community interaction and activity. They provide a central common ground which maximizes opportunities for neighborly exchanges. A playground on the upper courtyard and a roof garden stimulates family use and interaction. The maintenance costs of the open space is accounted for in the operating budget.

5. Recreation and Community Service Space

ACDC's proposal incorporates the spatial needs of the South Cove YMCA as outlined in their development packet in a most sensitive and responsible way to enhance the proposed program uses. The South Cove YMCA entrance is located on Washington Street to maximize its visibility. The facilities include a full-sized gymnasium, nautilus and multi-use areas, lockers, recreation room, classrooms, administrative offices and child care space. The childcare space will have access to the courtyards for playground and open space uses. Furthermore, in recognition of the need for Single Room Occupancy (SRO) units in Chinatown which historically was known as a "bachelor society", ACDC proposes to develop twenty-four (24) SRO units to replace the pending displacement of the South Cove YMCA SRO units. (Please refer to the South Cove Development packet included in the Appendix.)

6. Parking

An underground parking garage providing 174 parking spaces is included in the ACDC development proposal. This corresponds to .79 parking spaces per residential unit. Fifteen parking spaces are reserved for the South Cove YMCA staff and users. The parking garage entrance and exit is located on Washington Street to channel the minimal traffic addition onto a major two-way thru street.

7. Financial Considerations

Towards the goal of developing a quality mixed-use project, the ACDC development team has paid careful attention to fine details to ensure the long-term financial feasibility while maximizing its positive impacts on the neighborhood.

In order to facilitate and expedite the financing of the development, the project is designed to meet policy requirements of several financing agencies from the start.

- HUD 202: The elderly housing is designed to meet the residential mix, bedroom size and community space requirements. In addition, the elderly housing complex is a separate component from the other residential structures.
- MHFA: Separate entrances for the family units are maximized and bedroom sizes are designed according to MHFA guidelines.

Several major cost savings features of ACDC's development proposal which does not compromise on the development goals but in fact, enhances the viability of ACDC's proposal are as follows:

- * Parking is located under the courtyards as to avoid conflict with the structure of the housing.
- * The gym roof is kept free of any dead loads other than a normal long span roof.
- * The eight-story midrise building is below seventy (70) feet to avoid the more expensive requirements of the high rise sections of the state building code.
- * Repetitive unit plans.
- * Two units share a stairway for a second method of egress from the low and midrise structures.
- * Possibly build one elevator in the elderly tower and contract with an excellent maintenance firm.
- * No retail space since abundant retail and commercial activity is located within a short walking distance. Furthermore, market studies have shown that demand for retail at Tai Tung Village and Mass Pike Towers is low.
- * Corridors will be kept to a minimum in order to have a more efficient net to gross square footage ratio.

SUMMARY

The development of R-3/R-3A will facilitate the revitalization of Chinatown by providing for desperately needed affordable housing, open space and recreational facilities. The ACDC proposal to develop R-3/R-3A demonstrates a sensitivity and commitment to addressing the needs and concerns of the Chinatown community. However, ACDC recognizes that housing needs extend beyond the immediate provision of affordable housing to long-term community-based control and ownership of quality housing. ACDC's proposal for R-3/R-3A contributes to the continued vitality of the Chinatown community while celebrating its rich cultural heritage and strength.

4. FINANCIAL PLAN

SUMMARY

The scale and complexity of the proposed development and the limited resources that are likely to be available at the city, state and federal levels require a creative approach to project financing. Rather than attempt to finance the project using one financing source, the plan is based on breaking the project down into three separate parts with an eye toward financing each part separately. In this way, the financing requirement of each part of the project can better take advantage of the financing sources currently available. However, the three components; the elderly housing, the mixed income/multifamily housing and the YMCA/Community Service space, will be financed simultaneously so that construction can proceed at the same time on all aspects of the project.

The cost of each project component and their combined costs are detailed in the following pro forma. In summary, the projected total development cost is approximately \$4,735,000 for the 55 elderly housing units, \$27,485,000 for the 165 mixed income/multifamily units and \$4,410,000 for the YMCA/Community Service space including 24 Single Room Occupancies. The total development cost is projected to be approximately \$36,630,000. Development costs are estimated based on current actual numbers. Financing for the three components is expected as follows:

Elderly Housing -- This part of the development is eligible for both construction and permanent financing through HUD's Section 202 Direct Loan Program for the Elderly and Handicapped. The proposed elderly housing is also likely to receive rent subsidies through HUD's Section 8 Housing Assistance Payments Program. The elderly portion of the development was designed from the start to be consistent with HUD's statutory and policy requirements.

Mixed Income/Multifamily Housing -- Most of the financing for this part of the development is expected to come primarily from six major sources: a mortgage from MHFA; mortgage interest written down through the SHARP program; rental assistance for the low income units through HUD's Section 8 and EOCD's Chapter 707 programs; net syndication proceeds from sale of limited partnership interests in low income housing credits; operating subsidies and infrastructure loans through the Rental Housing Development Action Loan Program (R-DAL); and linkage contributions.

YMCA/Community Service Space -- The 24 Single Room

Occupancies are eligible for a subordinated mortgage loan under the Housing Innovations Fund and for rental assistance for low income units through the State's Chapter 707 program. This combination and perhaps other sources of funding targetted at the homeless and transitional housing population will reduce the amount of financing required for the program space portion of the YMCA. Together with the YMCA, the BRA and the city, the development team will call on its creativity and experience to identify and secure financial commitments from public and private sources.

The linkage contribution required at the outset as initial equity is approximately \$3,792,000 or \$15,540 per unit. The present value of the additional linkage annuity contribution is \$1,843,370 or \$7,555 per unit. An additional letter of credit requirement of \$1,000,000 at initial closing will have to be met.

\$3,892,000? → p.s. \$15,950? x 244 units

ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

A. PROGRAM SUMMARY

DEVELOPMENT SQUARE FOOTAGE

Type of Unit	Net Rentable Sq. Ft.	# of Units	Total Net Rentable Sq. Ft.	Circula- tion Space	Shared & Community Space	Gross Res. Sq. Ft.
<u>I. HUD-202 ELDERLY HOUSING</u>						
0-BR Elderly	<u>415</u>	14	5,810			15 fl @
1-BR Elderly	<u>540</u>	41	22,140			2,583 SF/fl
SUBTOTAL ELDERLY TOWER		55	27,950	8,220 21%	2,575 7%	38,745
<u>II. MIXED INCOME/MULTIFAMILY HOUSING</u>						
1-BR & 2-BR						
1-BR	<u>600</u>	15	9,000			15 fl @
2-BR	<u>800</u>	40	32,000			3,710 SF/fl
Subtotal 1-BR & 2-BR		55	41,000	10,650 20%	2,000 4%	53,650
Family Housing						
3-BR	<u>1,100</u>	85	93,500			
4-BR	<u>1,300</u>	25	32,500			
Subtotal Family		110	126,000	22,000 15%	2,000 1%	150,000
SUBTOTAL MULTIFAMILY		165	167,000	32,650 16%	4,000 2%	203,650
TOTAL RESIDENTIAL		220	194,950	40,870 17%	6,575 3%	242,395
<u>III. YMCA/COMMUNITY SERVICE SPACE</u>						
Program Space - Based on <u>YMCA Development Packet</u>						30,800
SRO Units Gross Square Footage						4,000
SRO Units	NSF	Total NSF	6 Bath Rooms	2 Kitchens	Circulation Space	GSF
24	<u>100</u>	2,400	360	300	940 24%	4,000
TOTAL PROPOSED BUILDING SQUARE FOOTAGE						277,195 =====

ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

PARKING GARAGE

	# of Spaces	GSF per Space	Total GSF
	-----	-----	-----
Elderly Residential	14	360	5,040
Mixed Income/Multifamily Residential	140	360	50,400
YMCA /Community Service	15	360	5,400
Public	5	360	1,800
	----		-----
Total	174		62,640
Ratio of Residential Parking Spaces/Unit	70.0%		
Ratio of Total Parking Spaces/Unit	79.1%		
PARKING GARAGE SQUARE FOOTAGE			62,640

RESIDENTIAL UNIT MIX

	Low	Mod	Market	Total	
	-----	-----	-----	-----	-----
<u>I. HUD-202 ELDERLY HOUSING</u>					
0-BR	14			14	6%
1-BR	41			41	19%
Subtotal Elderly	55			<u>55</u>	25%
<u>II. MIXED INCOME/MULTIFAMILY HOUSING</u>					
1-BR & 2-BR					
1-BR	2	3	10	15	7%
2-BR	10	5	25	40	18%
Subtotal 1-BR & 2-BR	12	8	35	<u>55</u>	25%
Family Housing					
3-BR	28	24	33	85	39%
4-BR	15	5	5	25	11%
Subtotal Family	43	29	38	<u>110</u>	50%
SUBTOTAL MULTIFAMILY	55	37	73	<u>165</u>	100%
	-----	-----	-----	-----	-----
TOTAL RESIDENTIAL	110	37	73	220	
	50.0%	16.8%	33.2%	100.0%	

ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

B. USES AND SOURCES OF FUNDS

USES	YMCA/ COMMUNITY SPACE	HUD-202 ELDERLY HOUSING	MIXED INCOME HOUSING	TOTAL DEVELOPMENT
=====	-----	-----	-----	-----
Acquisition		100,000	400,000	500,000
Construction - Building <i>\$90/s.f.</i>	3,132,000	3,487,050	18,328,500	24,947,550
Construction - Parking <i>\$40/s.f.</i>	259,200	241,920	2,505,600	3,006,720
Soft Costs <i>25% \$17250/SPACE</i>	847,800	22%820,373	5,208,525	6,876,698
✓ Contingency <i>4% of Hard + Soft Cost - 423,900</i>	169,560	186,449	1,041,705	1,397,714
	-----	-----	-----	-----
TOTAL USES <i>5% of Hard Cost</i>	4,408,560	4,835,792	27,484,330	36,728,682
SOURCES				
=====				
DEBT FINANCING				
HUD-202 Mortgage		4,332,183		4,332,183
MHFA Mortgage			21,945,958	21,945,958
YMCA Mortgage	4,048,560			4,048,560
	-----	-----	-----	-----
TOTAL DEBT FINANCING	4,048,560	4,332,183	21,945,958	30,326,701
<u>TOTAL EQUITY</u>	360,000	503,609	5,538,372	6,401,981
SYNDICATION			2,000,000	- 2,000,000
GRANTS/SUBORDINATED LOANS				
Housing Innovations Fund	360,000			- 360,000
R-DAL Infrastructure Loan			150,000	- 150,000
				↓
LINKAGE Required for				
Initial Capital Contribution		503,609	3,388,372	3,891,981
per unit @ 244 units				15,951
-----	-----	-----	-----	-----
Total Linkage Required				
<u>P.V. of Annuity Contributions</u>				1,843,370
per unit @ 244 units				7,555
Initial Capital Contribution				3,891,981 → P. 2
per unit @ 244 units				15,951 → P. 2
Total				5,735,351
				23,506

ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

C. DEVELOPMENT PRO-FORMA

I. RESIDENTIAL COMPONENT

	HUD-202 Elderly	Multi- family	Total Residential
No. of Units	55	165	220
Net Sq Feet	27,950	167,000	194,950
Gross Sq Feet	38,745	203,650	242,395
Parking Gross Sq Feet	5,040	52,200	57,240
ACQUISITION	100,000	400,000	500,000
HARD COSTS			
Building	\$90.00 per GSF (1)	3,487,050	18,328,500
Parking	\$48.00 per GSF (2)	241,920	2,505,600
TOTAL HARD COSTS		3,728,970	20,834,100
SOFT COSTS			
- Percent of Hard Costs	22%	25%	
TOTAL SOFT COSTS	820,373	5,208,525	6,028,898
CONTINGENCY			
- Percent of Hard Costs	5%	5%	
TOTAL CONTINGENCY	186,449	1,041,705	1,228,154
TOTAL RESIDENTIAL DEVELOPMENT COST	4,835,792	27,484,330	32,320,122
RESIDENTIAL DEVELOPMENT COST per UNIT	\$87,923	\$166,572	\$146,910
RESIDENTIAL DEVELOPMENT COST per GSF	<u>\$125</u>	<u>\$135</u>	\$133

II. YMCA/COMMUNITY SPACE COMPONENT

	PROGRAM	SRO UNITS	TOTAL YMCA
Gross Sq Feet	30,800	4,000	34,800
Parking Gross Sq Feet	5,400		5,400
HARD COSTS			
Building	\$90.00 per GSF	2,772,000	360,000
Parking	\$48.00 per GSF	259,200	
TOTAL HARD COSTS		3,031,200	360,000
SOFT COSTS	25% of Hard Costs	757,800	90,000
CONTINGENCY	5% of Hard Costs	151,560	18,000
TOTAL YMCA/COMMUNITY DEVELOPMENT COST		3,940,560	468,000
DEVELOPMENT COST per GSF	\$128	\$117	\$127
TOTAL DEVELOPMENT COST			36,728,682

ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

NOTES TO DEVELOPMENT PRO-FORMA:

1. - Estimate of Construction Costs per Gross Square Foot

Project	Source	Date	Total GSF	\$ per GSF
-----	-----	-----	-----	-----
*Tent City	Turner Actual	April 88	340,477	\$93.20
*Douglas Plaza	GC Contract	88 start	220,859	\$80.00
*Kilmarnock	GC Contract	May 88	60,085	\$82.55
*Fenway HUD-202	GC Contract	May 88	40,752	\$81.35
Roxbury Corners	Pro-Forma(89\$)	June 87	161,540	\$85.00
Langham Court	Pro-Forma(88\$)	June 87	83,896	\$89.00

* These four projects are in construction, and average \$84.28 per GSF. Of these, none combines all of the attributes of R-3/R-3A of density, underground parking, and mixed use except Tent City. Therefore, for estimating purposes, we are using \$90 to make sure that these elements are budgeted for.

2. - Estimate of Parking Garage Costs

Project	Source	Total GSF	Total Cost	\$ per GSF
-----	-----	-----	-----	-----
Tent City	Actual	254,000	12400000	\$48.82
Douglas Plaza	Contractor	65,220 164 spaces	2,600,000 398 GSF/space	\$39.87

ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

D. FIRST YEAR OPERATING PRO-FORMA

I. HUD-202 ELDERLY HOUSING

Unit Type	Net Rentable Sq. Ft.	# of Units	Elderly Sect. 8 Rents (1)	Utility Allowance (4)	Monthly Unit Rents	Total Monthly Rents
0-BR	415	14	790	23	767	10,738
1-BR	540	41	958	27	931	38,165
Total		55				48,901
NET PARKING INCOME ?		\$50.00 / month x		14 spaces (5)		700
LAUNDRY INCOME		\$5.00 / month x		55 units		275
TOTAL ESTIMATED GROSS MONTHLY INCOME						49,876
TOTAL ANNUAL GROSS INCOME FOR LIVING UNITS						598,507 - 12
less vacancy @ 3%						17,955
EFFECTIVE GROSS INCOME						580,552
PROJECT EXPENSES (see Note 6)						
Elderly Residential 2,900 per unit						159,500
NET OPERATING INCOME						421,052
DEBT SERVICE	Principal 4332183	Rate 9.00%	Term 40	Constant 9.26%		401,002
CASH FLOW / DEBT SERVICE COVERAGE						20,050

ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

D. FIRST YEAR OPERATING PRO-FORMA

II. MIXED INCOME/MULTIFAMILY HOUSING

A. LOW INCOME UNITS 33.3%

	Rentable Sq. Ft.	# of Units	Sect. 8 Rents (1)	Utility Allowance (4)	Monthly Unit Rents	Total Monthly Rents
1-BR	600	2	708	27	681	1,363
2-BR	800	10	835	31	804	8,039
3-BR	1,100	28	1,043	37	1,006	28,162
4-BR	1,300	15	1,168	44	1,124	16,863
Total		55				54,427

B. MODERATE INCOME UNITS 22.4%

	Rentable Sq. Ft.	# of Units	Moderate Income Rents (2)	Utility Allowance (4)	Monthly Unit Rents	Total Monthly Rents
1-BR	600	3	602	27	575	1,725
2-BR	800	5	722	31	691	3,454
3-BR	1,100	24	852	37	815	19,569
4-BR	1,300	5	928	44	884	4,418
Total		37				29,166

C. MARKET RATE UNITS 44.2%

	Rentable Sq. Ft.	# of Units	Market Rate Rents (3)	Utility Allowance (4)	Monthly Unit Rents	Total Monthly Rents
1-BR	600	10	688	27	661	6,605
2-BR	800	25	825	31	794	19,850
3-BR	1,100	33	990	37	953	31,449
4-BR	1,300	5	1,100	44	1,056	5,280
Total		73				63,184

SUBTOTAL MONTHLY RESIDENTIAL RENTAL INCOME		146,777
NET PARKING INCOME	\$50.00 / month x 145 spaces (5)	7,250
LAUNDRY INCOME	\$5.00 / month x 55 1-2BR units	275
TOTAL ESTIMATED GROSS MONTHLY INCOME		154,302
TOTAL ANNUAL GROSS INCOME		1,851,624
less vacancy @ 5%		92,581
EFFECTIVE GROSS INCOME		1,759,043

ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

D. FIRST YEAR OPERATING PRO-FORMA

II. MIXED INCOME/MULTIFAMILY HOUSING - continued

SHARP SUBSIDY (see note 7)				917,150
R-DAL OPERATING SUBSIDY (see note 8)				150,000
LINKAGE ANNUITY (see note 9)				300,000
PROJECT EXPENSES (see Note 6)				
Non-Elderly Residential	\$4,000 per unit			~ 660,000

NET OPERATING INCOME				2,466,193
DEBT SERVICE	Principal	Rate	Term Constant (10)	
MHEP	21945958	9.07%	30 10.22%	2,241,993
CASH FLOW / DEBT SERVICE COVERAGE		10.0%		224,199

ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

D. FIRST YEAR OPERATING PRO-FORMA

III. YMCA/COMMUNITY SPACE COMPONENT

ESTIMATED DEVELOPMENT COSTS

- Program Space				3,940,560
- SRO Units	24 Units @	\$19,500 per Unit		468,000

				4,408,560

HOUSING INNOVATIONS FUND LOAN	\$15,000 per SRO UNIT	360,000

MORTGAGE REQUIRED	4,048,560
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SRO INCOME

Unit Type	# of Units	Rents Trended for		Total Monthly Rents
		Chap 707 Rents @ 7/87	10/90 occupancy 15.0%	
-----	-----	-----	-----	-----
SRO	24	382	439	10,543

TOTAL ANNUAL GROSS INCOME	126,518
less vacancy @ 5%	6,326

EFFECTIVE GROSS INCOME FROM SRO UNITS	120,192
SRO Operating Expenses \$2,200 per unit	52,800

NET SRO INCOME	67,392
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NET PARKING INCOME	\$50.00 / month x 15 spaces	9,000
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NET PROGRAM INCOME		
NECESSARY TO SUPPORT MORTGAGE	\$12.75 per GSF	392,590

NET INCOME	468,983
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DEBT SERVICE	Principal	Rate	Term	Constant	
	4048560	10.00%	30	10.53%	426,348

CASH FLOW / DEBT SERVICE COVERAGE	10.0%	42,635
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ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

NOTES TO OPERATING PRO-FORMAS:

1. LOW INCOME RENTS:

A. HUD-202 ELDERLY HOUSING

Rents based on Proposed Boston Fair Market Rents for New Construction and Substantial Rehabilitation trended date October 1, 1988. Assumes Elevator 5+ story for Elderly and 1-2 BR Component and Semi-Detached/Row for Family (3-4 BR) Component.

Unit Type	Sect. 8 Rents @ 10/88	Rents Trended for 5/89 start @ 5%	elderly mult. @ 126.00%
0-BR	597	627	790
1-BR	724	760	958

B. MIXED INCOME/MULTIFAMILY HOUSING

Rents based on Boston Fair Market Rents for Existing Housing effective April 1, 1988.

Unit Type	Sect. 8 Rents @ 4/88	Rents Trended for 10/90 occupancy @ 10%
1-BR	644	708
2-BR	759	835
3-BR	948	1,043
4-BR	1,062	1,168

2. MODERATE INCOME RENTS:

Based on Midpoint Monthly Housing Expense (30% of the Gross Monthly Income) of Moderate Income Households (72% of Median).

Families earning less than 65% of median qualifies for section 707 subsidies. 72% is the midpoint between 65% and 80%.

Family Size	Max Rent 80% of median @ 1/88	Mid Rent 72% of median @ 1/88	Unit Size	Family Size per Unit	Moderate Income Rents @ 1/88	MASS PIKE TOWERS MOD RENTS @ 1/88	Mod Rents Trended for 10/90 occupancy @ 10%
1	✓ 568	511	1	1.5	547	520	602
2	648	583	2	3.0	656	612	722
3	729	656	3	5.0	775	660	852
4	810	729	4	6.5	843		928
5	861	775					
6	911	820					
7	963	867					

ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

NOTES TO OPERATING PRO-FORMAS (continued):

3. MARKET RATE RENTS:

Unit Type	Market Rents @ 6/88	Rents Trended for 10/90 occupancy @ 10%
1-BR	625	688 ✓
2-BR	750	825
3-BR	900	990
4-BR	1,000	1,100

4. Utility Allowance Estimate based on Boston Housing Authority Section 8 / Chapter 707 Utility Allowance Chart. Tenants pay own electricity for cooking, lighting & refrigeration. Heat and hot water included in rent.

5. Average of \$50 per space is net of operating costs of \$500 per space per year. Parking charges will be approximately \$100 per month. !!

6. Estimate of Operating Expenses		# of Units	Total Operating Expenses	Operating Expense per Unit	Trended 18 mos + 5.0%
Project	Source				
Tent City-Res.	Rev. MHFA Mort.	271	918,028	3,388	3,557
Kilmarnock	Pro-Forma	55	184,690	3,358	3,526
Langham Court	Linkage PF (89\$)	55	231,000	4,200	4,200
Roxbury Corners	Pro-Forma (89\$)			3,700	3,700
Fenway 202	Pro-Forma (88)	52	141,602	2,723	2,859
Townsend 202	Pro-Forma (88)	50	113,031	2,261	2,374
Milton 202					

Includes Heat. For Tent City - 0,1 & 2 BR units, tenants pay own electricity but heat is included in rent. In 3 & 4 BR units, tenant pay own electricity & heat.

7. SHARP Subsidy Calculated per 1987 Program

Unit Size	# of Units	Base Level	135.00% Limits	Base Level Total	135.00% Limits Total
1-BR	15	2,876	3,883	43,140	58,239
2-BR	40	3,595	4,853	143,800	194,130
3-BR	85	4,313	5,823	366,605	494,917
4-BR	25	5,033	6,795	125,825	169,864
				679,370	917,150

ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

NOTES TO OPERATING PRO-FORMAS (continued):

8. Assumes R-DAL Operating Subsidies of \$150,000
Maximum allowed for SHARP approved projects =
33% of base level SHARP = \$224,192

The R-DAL Program was enacted as Chapter 226 of the laws of 1987.
The R-DAL Program office of EOCD published draft implementing
regulations as 760 CMR 42 on June 6 with the expectation that
final regulations will be adopted in September 1988. A public
hearing on these regulations is scheduled for July 14, 1988.

9. Assumes linkage annuity contribution
- | Payment | Term | Discount Rate | Present Value |
|-----------|----------|---------------|---------------|
| \$300,000 | 10 years | 10% | \$1,843,370 |

10. Based on MHFA Mortgage Terms for April 1988 closings.

ASIAN COMMUNITY DEVELOPMENT CORPORATION
PARCEL R3/R3A DEVELOPMENT PROPOSAL
FINANCIAL PLAN

E. 15 YEAR CASH FLOW PROJECTION FOR MIXED INCOME/MULTIFAMILY HOUSING COMPONENT
(Total Dollars, in THOUSANDS)

	YEAR	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
RENTAL INCOME																
Low Income Rents	5.0% infl.	653	686	720	756	794	834	875	919	965	1,013	1,064	1,117	1,173	1,232	1,293
Moderate Income Rents	3.0% infl.	350	360	371	382	394	406	418	430	443	457	470	484	499	514	529
Market Rents	5.0% infl.	758	796	836	878	922	968	1,016	1,067	1,120	1,176	1,235	1,297	1,362	1,430	1,501
TOTAL RENTAL INCOME		1,761	1,842	1,927	2,016	2,109	2,207	2,309	2,416	2,529	2,646	2,769	2,898	3,034	3,175	3,324
NET PARKING INCOME	5.0% infl.	87	91	96	101	106	111	117	122	129	135	142	149	156	164	172
LAUNDRY INCOME	5.0% infl.	3	3	4	4	4	4	4	5	5	5	5	6	6	6	7
POTENTIAL GROSS INCOME		1,852	1,937	2,027	2,121	2,219	2,322	2,430	2,543	2,662	2,786	2,916	3,053	3,196	3,346	3,503
VACANCY	5.0%	93	97	101	106	111	116	122	127	133	139	146	153	160	167	175
EFFECTIVE RESIDENTIAL INCOME		1,759	1,840	1,926	2,015	2,108	2,206	2,309	2,416	2,529	2,647	2,771	2,900	3,036	3,178	3,327
SHARP SUBSIDY @ 135%		917	917	917	874	818	761	700	637	571	501	429	353	274	191	104
R-DAL OPERATING SUBSIDY		150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
LINKAGE ANNUITY		300	300	300	300	300	300	300	300	300	300	300	0	0	0	0
EFFECTIVE GROSS INCOME		3,126	3,207	3,293	3,338	3,377	3,417	3,459	3,503	3,549	3,598	3,649	3,703	3,760	3,819	3,881
OPERATING EXPENSES	5.0% infl.	660	693	728	764	802	842	884	929	975	1,024	1,075	1,129	1,185	1,245	1,307
NET INCOME AVAILABLE FOR DEBT SERVICE		2,466	2,514	2,565	2,574	2,574	2,574	2,574	2,574	2,574	2,574	2,574	2,574	2,574	2,574	2,574
MHFA DEBT SERVICE		2,242	2,242	2,242	2,242	2,242	2,242	2,242	2,242	2,242	2,242	2,242	2,242	2,242	2,242	2,242
NET CASH FLOW		224	273	323	332	332	332	332	332	332	332	332	332	332	332	332
Return on Equity on		4.0%	4.9%	5.8%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
		\$5,538,372														

**Development Schedule and
Readiness to Proceed**

發展時間表及進展預備

5. DEVELOPMENT SCHEDULE AND READINESS TO PROCEED

SUMMARY

Considering the urgent need for affordable housing in Chinatown, ACDC and GBCD will move as aggressively as possible to achieve the earliest possible occupancy of various building components. If designation is obtained in sixty (60) days, the development will be in a good position to obtain MHP SHARP funding in September 1988. With the critical piece of financing in place, it can be expected that construction will start by May 1989 and initial occupancy achieved by October 1990. Should it fail to get MHP SHARP funding in September, the development proposal, refined between now and then, will be in a favorable position in the October 1988 MHFA SHARP competition. Failure to be designated developer in time for the SHARP competition will most likely push the schedule back by almost a full year.

Similarly, GBCD is exploring the possibility of a reallocation of HUD 202 funds from a project which was blocked by town meeting to enable a HUD 202 start in the spring of 1989 rather than waiting for next summer's competition and a winter 1989-1990 construction start.

In the time between the submission of the development proposal and designation, the development team, including the staff of ACDC on a full time basis, will focus their attention on incorporating the neighborhood in the development planning process and refining the development proposal. Work will be organized along the following tasks:

• Community Input -- Organize meetings between the development team, community residents, the Chinatown Neighborhood Council, community groups and agencies, and public officials in order to incorporate the neighborhood in the planning process.

Employment Plan -- Develop a strategy for a comprehensive employment program by working with various community and public agencies to coordinate existing and new resources.

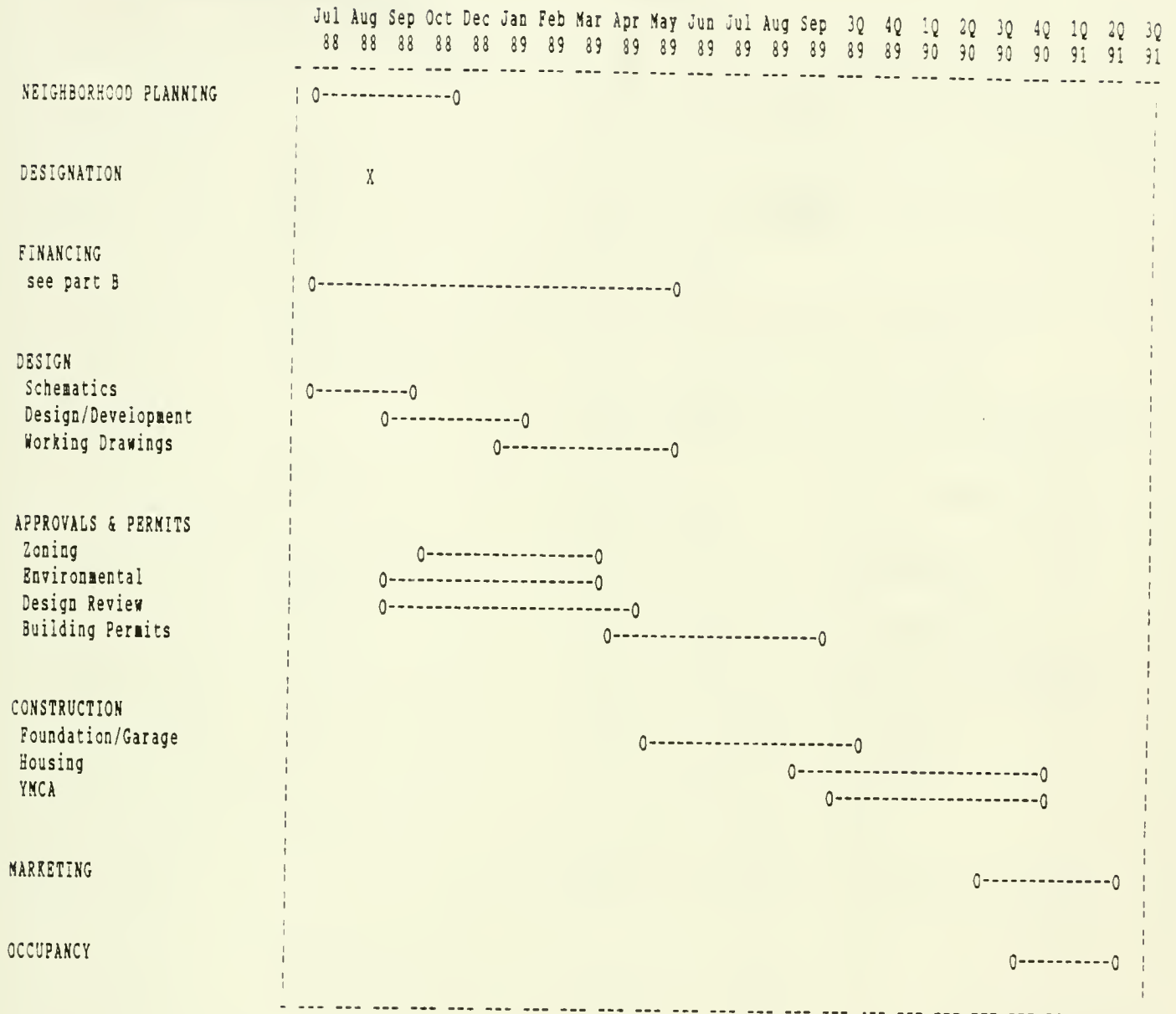
Financing -- Prepare HUD and the various political forces to facilitate the reallocation of HUD 202 funds to Parcel R-3/R-3A. Evaluate the market and financial feasibility of homeownership opportunities. Together with the YMCA, identify and start the process of securing financial commitments from public and private financial sources for the YMCA portion of the development.

Design -- Prepare schematics that reflect available financial programs and resources, community input and market analysis. Start the design review and environmental review process.

Collectively, this will cost approximately \$100,000 and will represent a three month reduction in the length of the critical path to groundbreaking. ACDC has raised the seed capital to finance this effort and is prepared to embark on it.

5. DEVELOPMENT SCHEDULE AND READINESS TO PROCEED

A. DEVELOPMENT SCHEDULE



B. FINANCING SCHEDULE

<u>Date</u>	<u>Agency</u>	<u>Activity</u>
July-Dec 88		YMCA development funding identified
August 88	BRA	Developer Designation
August 88	HUD	Reallocation of MRE/GBCD 202 Fund Reservation
✓ Sept 88	MHP	<u>Receive MHP SHARP Commitment</u>
Sept 88	CEDAC/EOCD	HIF Application submitted
Sept 88- Jan 89		Grant/Subordinated Loan Applications submitted
Oct 88	HUD	Conditional Commitment Application submitted
Oct 88	CEDAC/EOCD	HIF Application submitted
Oct 88	EOCD	R-DAL Application submitted
Oct-Dec 88	GBCD	Syndication packaged and marketed
Oct-Dec 88	BRA	→ Identify Linkage Parcels
Dec 88	HUD	Conditional Commitment
Dec 88	MHFA	Mortgage Application
Dec 88- Apr 89		YMCA development funding secured
Jan 89	CEDAC/EOCD	HIF Fund approved
Jan 89		YMCA Mortgage Applications submitted
Jan-Apr 89	GBCD	Syndication sold
Jan-Apr 89	BRA	Linkage Funds committed
Feb 89	HUD	Firm Commitment Application submitted
Apr 89	HUD	Firm Commitment
Apr 89	CEDAC/EOCD	HIF Funding approved
May 89	MHFA/HUD	Initial Closing
May 89		Construction Start

C. READINESS TO PROCEED

A measure of a project's "readiness to proceed" is the extent of commitment and enthusiasm evident in the development team and the team's ability to expeditiously develop a project.

Hiring a full time Executive Director and an R-3/R-3A Project Coordinator, opening an office and having the Board of Directors meet at least once a week and as often as four times a week since the Parcel R-3/R-3A Request for Proposals was issued, shows ACDC's commitment and enthusiasm. GBCD and Woo & Williams, working mostly on a speculative basis, and Goodwin, Procter & Hoar, providing pro bono services, further demonstrate that the entire development team is equally committed and enthusiastic.

Overall, the development team has the ability to expeditiously develop Parcel R-3/R-3A.

ACDC -- In addition to the Board's collective credibility, contacts, leadership and community development experience, the staff's previous experience would allow ACDC to move the development quickly and smoothly through the complex neighborhood and public issues. Having previously served as Executive Director of the Chinatown-South Cove Neighborhood Council, Tarry Hum, R-3/R-3A Project Coordinator, has developed working relationships with key community and public officials and has in-depth knowledge of the neighborhood planning process. Having long been active as a Legal Services Attorney in Chinatown and having served as a member of the Board of Directors of the Chinatown Housing and Land Development Task Force, Regina F. Lee, Executive Director, commands respect in the neighborhood and has a unique understanding of community and public issues.

GBCD -- GBCD's track record shows that it has the skills and experience to expeditiously develop a project with the level of scale and complexity of the proposed R-3/R-3A development. GBCD's experience with the SHARP Program, MHFA and HUD can not be matched by any other development entity in the state. GBCD-assisted developments have been awarded SHARP funding for 17 projects, more than any other development entity in Massachusetts. Since the 1960's, GBCD has completed or has under development 33 HUD assisted projects.

GBCD is strongly committed to the MHFA goals of meeting housing needs while positively impacting communities and neighborhoods. To this end, almost all of GBCD's projects have higher percentages of affordable units than those developed by for-profit entities and many have significantly more large three and four bedroom family units. In order to achieve these goals and ensure project financing feasibility, GBCD must typically obtain

funding from a variety of sources in addition to SHARP and MHFA loan commitments. Putting the often complex financing package together requires skills that GBCD's staff has gained since 1964. These skills and experience allow GBCD to expeditiously develop its projects.

GBCD is able to cite examples from its past experience that will dispel any potential concerns about its capacity to perform on this proposal. The Tent City project, a development of similar scale and complexity as the development proposed for Parcel R-3/R-3A, shows that it is possible to fully rent up market rate units in a 270 unit development consisting of mostly low and moderate income units. Tent City also shows that the complexities of financing, underground parking, midrise structures and town houses can all be integrated in a tight time frame. West Fenway Apartments and Kilmarnock Street Apartments prove that it is possible and can be advantageous to simultaneously develop on one parcel, HUD 202 Elderly and Handicapped Housing and MHFA financed Family Housing. Langham Court (SENHI Parcel RE-7B) confirms that a development proposal submitted to the BRA on June 30 can receive designation in time to submit a SHARP application by October 19 and receive funding February of the following year. Finally, it should also be noted in this proposal that none of the projects in which GBCD received designation or loan commitment has ever failed to achieve substantial completion.

Woo & Williams -- With its 5,650 unit Seoul Olympic Village project nearing substantial completion, Woo & Williams has the capacity to dedicate its best talent to the proposed R-3/R-3A design and development as well as to immediately and expeditiously prepare plans.

Goodwin, Procter & Hoar -- With Partner Paul W. Lee on the Board of ACDC, the development is assured of careful and timely attention from the firm's experienced real estate department.

Marketing Program

市場銷售、租賃計劃

6. MARKETING PROGRAM

A. LOW AND MODERATE INCOME RENTERS

18. The development will include 55 subsidized elderly and
20. handicapped units and 92 units for low and moderate income families
and individuals. The family units will include 52 three-bedroom
units and 20 four-bedroom units.

18. The need for large affordable rental units in Chinatown has
B. been well-documented by the Boston Redevelopment Authority in
recent studies (Chinatown Housing Survey, Chinatown User Survey,
1987). ACDC does not anticipate any difficulties in marketing the
low and moderate income units in this development. ACDC will
target its outreach efforts to the Asian community in the Boston
area, including neighborhoods with a significant Asian population,
such as Allston-Brighton and the South End. It will also ensure
that non-Asians, in particular Blacks, Hispanics and Native
Americans, will have equal access to the units. The criteria that
will be used for selection are: eligibility for the relevant
low-income subsidy program (and/or possession of a subsidy
certificate), appropriateness of household size for the available
apartments, prior displacement from Chinatown housing;
creditworthiness; and landlord references.

ACDC will take the following steps in its outreach efforts:

1. Advertise the availability of housing and tenant selection
procedures in community newspapers, particularly non-English
language newspapers. (See list of community newspapers attached.)

2. Send outreach letters to community organizations which
assist low and moderate income, minority, elderly and disabled
persons. (A list of such organizations which have been identified
by ACDC is attached.)

3. Conduct regular community meetings in the Chinatown-South
Cove neighborhood to inform residents and other interested
individuals about eligibility for these units, and procedures for
tenant selection. These meetings will be conducted bilingually for
the benefit of non-English speakers.

4. Include information about these units in ACDC's monthly
newsletter, which will be sent to ACDC's membership and other
individuals or organizations on ACDC's mailing list. (Sample of
affirmative marketing information sheet both in English and Chinese
is attached.)

B. MARKET INCOME RENTERS

The R-3/R-3A development will include 73 market rate units; 38 will be three and four bedroom units. ACDC anticipates that an extensive marketing effort will be required to rent these units, in particular, the three and four bedroom units where rents are projected at \$990 and \$1,100 per month. ACDC's marketing strategy will be to target higher income users of Chinatown, as well as employees of major businesses located in the Downtown, Chinatown and South Cove areas. According to the Chinatown User Survey conducted by the Boston Redevelopment Authority in 1987, Boston's Chinatown neighborhood has a variety of resident and non-resident users, that is, those who work in Chinatown, who visit restaurants or grocery stores, who visit families and friends, or who pass through on their way from one section of Downtown to another. Four-fifths of all Chinatown users are not neighborhood residents and nearly two-thirds of the users are Asians. Non-resident users tend to be younger, more educated, and better off than Chinatown residents. A significant thirteen percent of those surveyed by the BRA had incomes over \$40,000. The survey also indicates a strong desire on the part of users, including non-Asians, to live in Chinatown if housing were available and rates were comparable to their present housing costs. Nearly one-third of those surveyed think that it is very likely they would move to Chinatown, and almost half, 49%, think it is at least somewhat likely they would use this opportunity. (Chinatown User Survey, 1987)

ACDC will recruit market income renters through outreach similar to that described above in section (1) above, with additional outreach through mass circulation newspaper ads and real estate brokers. ACDC will also direct its outreach efforts toward professional organizations such as the National Association of Young Asian Professionals, the Organization of Chinese Americans, and the Asian American Lawyers Association, since their members are more likely to be higher income users of Chinatown. ACDC will publicize the availability of these units with minority professionals and business organizations (see list attached). ACDC will also identify strategies to market these units to employees who work for major businesses in the area such as the New England Medical Center, Tufts University Medical and Dental Schools, IBM, Teradyne, and the Boston Herald. ACDC's marketing approach will emphasize the many positive features which this development offers such as, the project's attractive design; the indoor parking; the proximity to Chinatown's food, shopping, and cultural activities; the convenient location of Downtown and the Midtown Cultural District; the easy access to the Mass. Turnpike and public transportation; the walking distance to such historic neighborhoods as Bay Village, Back Bay and the South End; and the direct access to the on-site YMCA facilities.

Before it undertakes any marketing activities, ACDC will consult with marketing experts to plan the most effective strategies. It will also evaluate the experiences of other community development corporations, such as Tent City, in marketing mixed-income housing developments.

OUTREACH ORGANIZATIONS

Community Newspapers

Sampan	Chinese/English
Sing Tao	Chinese
El Mundo	Spanish/English
La Semana	Spanish/English
South End News	English
Centre Daily News	Chinese
World Journal	Chinese
Bay State Banner	English
Dorchester Community News	English
Jamaica Plain News	English/Spanish
Brookline Citizen	English
Allston-Brighton Citizen	English
Boston Ledger	English
East Boston Community News	English
Patriot Ledger	English
Revere Journal	English

Geographical Location and Name of Community Organization

Chinatown/South Cove

Target Group

Chinese American Civic Association	Chinese, Indochinese
Greater Boston Chinese Golden Age Center	Chinese, Elderly
Chinese Economic Development Council	Chinese
Chinatown Housing and Land Development Task Force	Chinese
Chinese Consolidated Benevolent Association	Chinese
South Cove Health Center	Chinese, Indochinese
Quincy School Community Council	Chinese, Indochinese
Chinese Evangelical Church	Chinese
Boston Chinese Youth Essential Services	Chinese
Chinatown/South Cove Neighborhood Council	Chinese
Massachusetts Association of Chinese from Indochina	Indochinese
Gee How Oak Tin Association	Chinese
Lee Association of New England	Chinese
Wong Family Benevolent Association	Chinese
Yee Family Association	Chinese
Leung Family Association	Chinese
Chinatown Boys and Girls Club	Chinese
Chinatown Occupational Training Center	Chinese, Indochinese
Kwong Kow Chinese School	Chinese
Vocational English Education Program	Chinese
South Cove YMCA	Chinese, White
Chinese Burmese Association	Burmese
Chinese Freemason Association	Chinese

Chinatown/South Cove (cont.)

Laotian Cultural Association	Laotian
Overseas Chinese Cultural Center	Chinese, Asians
Mass Pike Towers Tenants Association	Chinese
Quincy Towers Association	Chinese, White
Tai Tung Village Tenants Association	Chinese
Mason Place Residents Council	Chinese, Black, White
Chinese Christian Church	Chinese
Church of All Nations	Chinese, White
Maryknoll Sisters Center	Chinese
St. James Catholic Church	Chinese, White
International Ladies Garment Workers Union	Asian, Black, Hispanic, White

Allston-Brighton

Kmhmu Family Center	Kmhmu-Loa
Laotian American Cultural Association of Boston	Loatian
Allston-Brighton Community Health Center	Chinese, Indochinese, White
St. Elizabeth's Hospital	Indochinese
Indochinese Psychiatry Clinic	Indochinese
Brighton Marine Hospital	Indochinese
Allston-Brighton CDC	White

Target Group

South End/Lower Roxbury

United South End Settlements	Black, Hispanic, White
South End Neighborhood Action	Black, White
Inquilinos Boricuas en Accion	Hispanic
St. Stephen's Church	Black, Hispanic, White
Casa Myrna Vasquez	Black, Hispanic, White
Union Methodist Church	Black
Cardinal Church Center	Hispanic
South End Headstart	Black
Cooper Community Center	Black
Warwick House	Black, Hispanic, White
Cathedral of the Holy Cross	Black, Hispanic, White
South End Community Health Center	Black, Hispanic, White
Castle Square Tenants Association	Chinese, Hispanic, White
United South End/Lower Roxbury DC	Black

Target Group

Roxbury

Roxbury Multi-Service Center	Black, Hispanic
Roxbury-North Dorchester APAC	Black, Hispanic
Roxbury Comprehensive Health Center	Black, Hispanic

Target Group

Roxbury (cont.)

La Alianza Hispana	Hispanic
Twelfth Baptist Church	Black
Eliot Congregation Church	Black
St. Mark's Church	Black
Education/Instruction	Black, Hispanic
Crispus Attucks Day Care	Black
Nuestra Comunidad CDC	Hispanic
Lena Park Neighborhood House	Black
Cape Verdean Community House	Cape Verdean
Roxbury Children's Service	Black, Hispanic
Quincy-Geneva Housing Corporation	Black, Hispanic
Greater Roxbury CDC	Black, Hispanic
Roxbury-North Dorchester APAC	Black, Hispanic

Dorchester/Mattapan

Target Group

Codman Square Health Center	Black, Hispanic
Harvard Street Health Center	Black, Hispanic
Uphams Corner Health Center	Black, Hispanic, White
Dorchester APAC	Black, Hispanic, White
Haitian Multi-Service Center	Black
Mujeres Unidas En Accion	Hispanic, Women
Codman Square CDC	Black, Hispanic
Fields Corner CDC	White, Black, Hispanic
Dorchester Bay CDC	White, Black, Hispanic
Lena Park CDC	White, Black, Hispanic

Other

Target Group

South Boston Neighborhood House	White
North End Union	White
J.F. Kennedy Family Service Center	White
East Boston Social Center	White
N.O.A.H.	White
Southwest Boston Community Center	White
East Boston CDC	White
Ecumenical Social Action	White
Boston Indian Council	Native-American
Jamaica Plain City Life	Black, Hispanic, White
Urban Edge	White, Hispanic, Black
Fenway CDC	White
Cambodian Community of Massachusetts	Cambodian
Cambodian Mutual Assistance Association of Greater Lowell	Cambodian
Indochinese Mutual Assistance Association	Indochinese
Laotian American Organization of Greater Lowell	Laotian
New National Hmong-Lao Foundation	Hmong-Lao
Vietnamese American Civic Association	Vietnamese
Indochinese Community Development	Indochinese

Other (cont.)

Vietnamese Mutual Assistance Association of Greater Lowell	Vietnamese
Vietnamese Catholic Committee	Vietnamese
Lao-Hmong Committee of Massachusetts	Lao-Hmong
Jamaica Plain NDC	Hispanic, White
Hyde Park CDC	White, Hispanic
Women for Economic Justice	Women
Oficina Hispana	Hispanic
Women's Inner City Services	Women
Women's Technical Institute	Women

Disabled Persons Advocacy Group and
Service Organizations

Adaptive Environment
Boston Center for Independent Living
Boston Deaf Club
Boston Guild for the Hard of Hearing
Boston Hebrew Society for the Deaf
Boston Self-Help Center
Brighton Marine Public Health Center
Cerebral Palsy of South Shore, Inc.
Contact Center for Deaf-Blind, Inc.
DEAF, Inc.
Dorchester Counseling
Easter Seal Society for Crippled Children and Adults
Epilepsy Foundation of America
Aids Action Committee
Federation for Children with Special Needs
Greater Boston Association for Retarded Citizens
Information Center for Individuals with Disabilities
Massachusetts Association for Mental Health
Massachusetts Association of Paraplegics
Massachusetts Coalition of Citizens with Disabilities
Massachusetts Commission for the Blind
Massachusetts Council of Organizations of Handicapped
Massachusetts Deaf Senior Citizens
Massachusetts Office of Handicapped Affairs
Massachusetts Rehabilitation Commission
Mayor's Commission on Handicapped
Project Triangle
St. Andrew's Church for the Deaf
Jewish Family and Children's Service

Elderly Service and Advocacy Organizations

Back Bay Aging Concerns
Boston Commission on Affairs of the Elderly
Boston Seniority
Jamaica Plain APAC Senior Drop In Center
Jamaica Plain Senior Team
Central Boston Senior Center
Community Day Care for the Elderly
Greater Boston Elderly Legal Services

Minority Professional/Business/Civic Organizations

National Conference of Black Lawyers
Asian American Lawyers Association
NAACP
Urban League
Black Political Task Force
Hispanic Office of Planning and Evaluation
Legislative Black Caucus
African Professionals Network
Organization of Chinese Americans
National Association of Young Asian Professionals
Asian Sisters in Action
Hispanic Lawyers Association
Boston Urban Bankers Forum
Massachusetts Black Lawyers Association
Black Corporation Presidents
Minority Developers Association
National Association of Negro Professional Women
National Association of Black Accountants
National Black MBA Association
Contractors Association

SAMPLE OF
AFFIRMATIVE MARKETING INFORMATION SHEET
HOUSING PROPOSED ON PARCEL R3/R3A
BY THE
ASIAN COMMUNITY DEVELOPMENT CORPORATION

DESCRIPTION

Asian Community Development Corporation is proposing to construct 220 mixed-income units in the residential heart of Boston's Chinatown. Two-thirds of the units will be targetted for low and moderate income households and one-third for the elderly and handicapped. Fifty percent will be three and four bedroom family units. Bounded by Oak, Washington and Marginal Streets, the development is close to public transportation and is directly across the street from the South Cove Community Health Center and Quincy School. Amenities include underground parking, laundry rooms (laundry hook-ups in the family units), on-site management office and a public garden. The South Cove YMCA, a part of the development, will offer recreational facilities, community space and a day care center.

DATES AND LOCATION OF RENT-UP

Three days to be determined. Location to be determined.

All applications received during this three day period will be processed on an equal basis. Applications received subsequent to this period will be processed after those received during this rent-up.

ELIGIBILITY

I. Elderly and Handicapped Low Income Units

see attachment 1

II. Non-Elderly/Handicapped Low Income Units

see attachment 2

III. Moderate Income Units

Rents are set so that moderate income households pay no more than 30% of their adjusted gross income to rent including utilities. Moderate income households is defined as one earning 50%-80% of the Boston PMSA median family income. As of May 1988, the maximum income to qualify and the maximum monthly household expense for the moderate income units are as follows:

see attachment 3

IV. Market Units

To be eligible for a market unit, the household income must be no less than three times the monthly rent plus the cost of heat and utilities.

Attachment 1

A. Eligibility

To be eligible, an applicant must be 62 years of age or older OR handicapped OR disabled. As of May 1988, households must have annual incomes below:

\$15,500 for one person
\$17,700 for two persons

B. Subsidy Program

The elderly and handicapped units are financed and subsidized through the U.S. Department of Housing and Urban Development (HUD) Section 202/8 program. Each household will pay 30% of the adjusted gross income for rent and utilities.

C. Selection Priority

Tenant selection for the apartments will be based on housing needs as defined in the following priorities established by HUD:

1. Involuntarily displaced
2. Living in substandard conditions
3. Paying more than 50% of income for rent

Applicants with the highest priority will be processed first. TO BE GIVEN PRIORITY STATUS, THE APPLICANT MUST PROVIDE WRITTEN DOCUMENTATION THAT THE CONDITION EXISTS.

Attachment 2

A. Eligibility

Low income households must have a current Section 8 or Chapter 707 certificate or voucher issued by the Boston Housing Authority which will pay the designated rent.

B. Selection Priority

Tenant selection for the apartments will be based on housing need as defined in the following priorities established by MHFA, the financing agency:

1. Displaced due to natural disaster in the past two years and is presently without permanent replacement housing.
2. Displaced due to public action (urban renewal, slum clearance, redevelopment or condemnation of the premises) in the past two years and is presently without permanent replacement housing.
3. Displacement due to conversion to non-rental or non-residential use, closure of the unit for rehabilitation or withdrawal of the unit from the rental market (at sale of the property or as a result of the owner's taking over the unit for personal or family use) within the past year and presently without permanent replacement housing; also included in this priority is an applicant who is being temporarily housed by a shelter or agency and is presently without permanent housing.
4. Currently living in substantially substandard housing with evidence of serious code violations in heating, plumbing and/or wiring systems or with serious violations of the state sanitary code.
5. Currently living in seriously overcrowded conditions which shall be defined as more than two persons per bedroom.
6. The applicant is paying in excess of 50% of gross income for rent.
7. All other applicants.

Applicants with the highest priority housing need will be processed first, those with the next greatest need second, and so on. TO BE GIVEN PRIORITY STATUS, THE APPLICANT MUST PROVIDE WRITTEN DOCUMENTATION THAT THE CONDITION EXISTS.

Attachment 3

<u>Family Size</u>	<u>Moderate Income (50% to 80% of Median</u>	<u>Maximum Monthly Housing Expense (2)</u>
1	\$22,700	\$568 @ 30% GMI
2	25,900	648
3	29,150	729
4	32,400	810
5	34,450	861
6	36,450	911
7	38,500	963
8	40,500	1,013

亞裔社區發展公司R3/R3A 地段住宅方案肯定積極拓展市場資訊書樣本簡述

亞裔社區發展公司現提出在波士頓華埠住宅區中心興建 220 個不等入息住宅單位的建議。其中三分之二將針對低、中低入息家庭，四分之一為老人與殘障人士而建。又其中百分之五十的住宅單位會有三間與四間睡房。在屋街、華盛頓街及瑪津諾街的環繞下，此面對華人醫務中心及昆士學校的住宅發展，會靠近公共交通。特別設施計有：地底停車場、洗衣間（家庭單位中備有安裝洗衣機、乾衣機的裝置）、就地管理的辦公室、及公眾花園。另外尚有華埠青年會的娛樂設備、社區場所、及托兒所。

租賃日期及地點

三天租賃日期尚待確定。

地點尚待確定。

在這三天中所接納的申請表格將依均等方式處理。遲收的申請表格將在處理三天租賃日期收納的所有表格後，方才處理。

必須具備之資格

I、老人、殘障人士、與低入息住宅單位：請參閱附件之一。

II、非老人、殘障人士與低入息之住宅單位：請參閱附件之二。

III、中低等入息住宅單位：

中低等入息家庭所付的租金及水、電、煤氣、暖氣費用總額將不超過經整理後入息的百分之三十。中低入息是根據介於波士頓 PMSA 家庭平均入息的百分之五十至八十之間的數額而定。1988 年 5 月時，符合中低等入息的最高數額及居住用費標準如下：請參閱附件之三。

IV、市價住宅單位：

如要符合市價住宅單位的資格，住家入息必須在其租金及水、電、煤氣、暖氣用費總額的三倍以上。

附件之一

A: 必須具備之資格

申請者年齡須在六十二歲以上，或是殘障、失能人士、或是在 1988 年 5 月時住家須有不得超過下列數額之年息：單身：\$ 15,000 二人：\$ 17,000 。

B: 政府補助計劃

老人及殘障人士住宅單位，是由聯邦政府住宅及都市發展署（HUD）依第 202 / 8 條規撥款補助。每家庭將依其經整理後年息的百分之三十來繳付租金及水、電、煤氣、暖氣等費用。

C: 選擇優先權

柏文租客的選擇將遵依下述聯邦政府房屋都市發展署所立的選擇優先權而定：

- 1 非自願性，被迫遷移者。
- 2 在不符居住條件情況下居住者。
- 3 繳付多過入息的百分之五十為租金者。

所有申請者，將依循上述優先權順序先後來作選擇。

如以上述優先權作申請條件表，必須提出證明情況存在的書面文件。

附件之二

A: 必須具備之資格

低收入家庭必須持有第八條款第七〇七章的證書，或由波士頓房屋局發出的憑單來繳付規定的租金。

B: 選擇優先權

柏文租客的選擇將依財務輔助機構 MHFA 所設立的房屋需要優先權而定：

1. 在過去二年中，因自然災禍而被迫遷移，目前尚未有長期取代的住處者。
2. 在過去二年中，因公眾行動（都市改建、清理貧民窟、屋宅被重建或鏟除），目前尚未有長期取代的住處者。
3. 去年因屋宅被改為商業用途或非租賃性用途，因重新改建而封閉，或由租賃市場除却（因屋宅出售轉手，或屋主收回自用或家人居用）的緣故而迫遷移，目前尚未有長期取代住處者；其包括目前在庇護、避難服務組織或暫時安置機構中暫住者。
4. 目前在有嚴重違反暖氣、水管、電源系統及州立衛生條例，不合居住規定情形下的居住者。
5. 目前在每間睡房超過二人逼擠情況下居住者。
6. 繳付百分之五十以上的入息為租金之申請者。
7. 其他申請者。

具有最高住宅需要優先權，將被優先處理，第二優先權次之，其餘順序。

附件之三

家庭人口

低廉入息

最高居住用費

(平均入息百分之五十至八十)

1	\$ 22,700	\$ 568
2	\$ 25,900	\$ 648
3	\$ 29,150	\$ 729
4	\$ 32,400	\$ 810
5	\$ 34,450	\$ 861
6	\$ 36,450	\$ 911
7	\$ 38,500	\$ 963
8	\$ 40,500	\$ 1,013

Employment Program

僱員計劃

7. EMPLOYMENT PROGRAM

INTRODUCTION

The Asian Community Development Corporation (ACDC) proposal for the development of 220 residential units, open space, community and recreational space on R-3/R-3A will generate an important source of job creation for the Chinatown/South Cove community. Furthermore, the jobs created will provide a valuable and timely opportunity for community members to learn and refine skills, particularly construction-related skills, which will enhance their access to the anticipated employment generated by the construction of the Central Artery/Third Harbor Tunnel, Washington Street replacement service and the Boston Harbor cleanup.

The construction industry is one of the fastest growing sectors of the Boston and Massachusetts economy. In the past few weeks, numerous articles have appeared in local newspapers warning of a potential labor shortage in Massachusetts. These conditions underscore a potential wealth of possible employment opportunities for the Chinatown labor force. The ACDC proposal for R-3/R-3A will not only provide much needed housing but also contribute toward building a community labor force trained to take on these new occupations.

OVERVIEW OF CHINATOWN LABOR FORCE

The Chinatown labor force is predominantly an immigrant labor force concentrated in jobs characterized by long hours, low wages, poor work conditions and lack of health benefits. Partially due to language barriers, the majority of Chinatown workers continue to work in the restaurant and garment industries. However, the decline of the Massachusetts manufacturing industry, specifically the garment industry, threatens the viability of many Asian immigrant families who depend minimally on two income earners to maintain a subsistence standard of living. As increasing numbers of garment workers are displaced, the issues of skill retraining and job creation become more pressing for the community-at-large. The Chinatown community must take an active role in addressing economic development and implementing innovative programs which ensure that all workers benefit from the employment opportunities created by Boston's development activity.

BARRIERS TO EMPLOYMENT

A survey conducted last year by Dr. Tom Chung on employment experience and expectations of Chinatown social service agencies clients identified the difficulties immigrant workers face when seeking for and maintaining meaningful employment. Approximately 94% of the survey respondents identified their lack of English

speaking ability, 84% identified the lack of employment information and 82% noted their lack of skills as the primary barriers of employment. These characteristics demonstrate a tremendous need for services and training. Other employment barriers to employment are lack of appropriate academic accreditation, labor market discrimination, limited employment opportunities and a need for childcare.

Furthermore, a unique quality of the Asian labor force is that many may be skilled in construction trades having had previous experience overseas but are presently facing a language barrier. In fact, Dr. Chung's survey noted that 3.4% of the survey respondents were employed in construction trade-related jobs. ACDC will work with Chinatown direct service agencies to identify these workers and assist them to gain access to the construction trades.

OVERVIEW OF COMMUNITY SKILL TRAINING CAPACITY

The skill training agencies in Chinatown are the Chinese American Civic Association (CACA), Chinatown Occupational Training Center (COTC), and Quincy School Community Council (QSCC). In addition, the Chinese Economic Development Council (CEDC) provides English as a Second Language (ESL) classes. These agencies operate at full capacity and ESL classes are in great demand with waiting lists of up to two years. To date, Chinatown agencies do not offer a skill training program in construction-related trades.

The program offered by the four agencies include medical office skill, electronic assembly, ESL, office skills, machine tool and vocational ESL. Each year, these agencies train approximately 75 students in medical office skills, 60 students in electronic assembly skills, 30 students in office skills, 30 students in machine tool skills, and 750 students in ESL. Upon completion of a skill training program, the average placement rate is 85%-90%.

ACDC EMPLOYMENT PLAN

The development program proposed by Asian Community Development Corporation (ACDC) for Parcel R3-/R-3A will generate approximately 200 person-years construction work. These construction jobs include several different occupations requiring varying skills and levels of expertise; carpenters, plumbers, electricians, roofers, excavators, painters, landscapers, sheet metal workers, general laborers, etc. In addition to the construction jobs created, approximately six permanent jobs in management and maintenance of the residential development will be generated. The expanded YMCA program will also generate a number of permanent jobs.

The objective of ACDC's employment plan is to maximize the participation of community people in the jobs created by the development of R-3/R-3A. Towards this goal, ACDC will exert a best effort to fulfill the Boston Resident Jobs Policy and award a minimum of 10% of the general contractor's bid price to minority and/or women business firms.

As developer for R-3/R-3A, ACDC does not see its role in the employment plan as a direct service provider which would design and implement a new construction trades job training program, although ACDC will serve an active role as a catalyst towards the development of such training programs for the Asian community. Essentially, ACDC will serve a planning function and provide the technical capacity to develop an overall strategy to address the historic barriers of employment, particularly in the construction trades, faced by the Asian community. The primary objective of the ACDC employment plan is to coordinate and facilitate a comprehensive and systematic outreach and education/training strategy among all the necessary parties including community-based service agencies, workers advocacy groups, training programs, private developers, unions, contractors and city programs. The overall employment strategy includes four components: (1) outreach and education; (2) collaboration with Chinatown agencies; (3) public networking; and (4) technical assistance to small businesses.

A. OUTREACH AND EDUCATION

A primary obstacle to employment noted in Dr. Chung's survey is the lack of information on job opportunities. To ensure community-wide awareness of the potential jobs created by the development of R-3/R-3A, ACDC will utilize such methods as advertisements in community newspapers and other local media including announcements on bilingual radio programs such as WMUR's Dragongate. Multi-lingual flyers and posters will be developed and distributed at community bulletin boards, social service agencies, community-based organizations and housing managers offices. In addition, flyers will be leafletted door-to-door and at key sites where community workers gather such as street corners where restaurant vans pick up workers.

Besides informing community members of possible new jobs, ACDC's employment plan emphasizes educating the community-at-large about the construction trades. In light of the anticipated employment boom in construction, any barriers to employment in the construction trades including cultural barriers should be addressed immediately. ACDC will collaborate with community and city agencies including the Mayor's Office of Jobs and Community Services to coordinate and implement a comprehensive educational program. This educational effort will address how the construction trades is one of the fastest growing industries in the Boston Massachusetts economy; the different construction trade

occupations, skill requirements, wage scales and how to enter the trades. Community meetings with various representatives from the construction trades and training programs will be held to inform and recruit potential trainees.

B. COLLABORATION WITH COMMUNITY AGENCIES

Among the various skill training programs of the three primary community job training agencies; COTC, CACA and QSCC, there is a notable absence of construction-related programs. This situation has only recently been addressed by a funding proposal submitted to the Jobs Training Trust which includes a prevocational construction trades component. To prepare a community labor force which will be ready to access the jobs created by the R-3/R-3A program, ACDC will work closely with these community-based training agencies to expand their capacity to address the need for trained construction workers. Collectively, COTC, CACA and QSCC have tremendous expertise and experience in developing and implementing training programs. ACDC will enhance these agencies' expertise by developing an employment plan with recommendations for action in the areas of training needs, development of training programs, establishment of working relationships with unions, developers and public institutions to target strategies for access and entry to the construction trades. ACDC will also provide technical assistance to develop strategies for funding and other resources to implement construction-related training program and curriculum which emphasizes on-the-job training. In addition, ACDC will work with such city-wide agencies as the Boston Urban Gardeners to identify and train community workers in landscaping.

C. NETWORKING

To develop and implement an overall strategy to maximize the participation of community workers in the jobs created by the R-3/R-3A program, ACDC will serve a planning and coordinating function by working with various public and community institutions to ensure a successful employment plan.

1. Public Institutions -- ACDC will formally work with the appropriate city and state agencies such as the Mayor's Office of Jobs and Community Services to research, coordinate and centralize information on construction-related training programs and opportunities.

To effectively utilize existing resources, ACDC will facilitate networking with other vocational training centers such as the Hubert Humphrey Occupational Center to develop the community's access to these programs. From a planning perspective, ACDC will participate in such committees as the General Advisory Committee on Vocational Education to ensure that the Chinatown-South Cove community's long-time training and employment needs are recognized.

2. Unions -- Historically, a significant barrier to the participation of minority workers in the construction trades has been discriminatory practices by unions. ACDC will take a proactive role in addressing institutionalized barriers by working with trade unions to develop inclusive policies and negotiate for realistic requirements of Asian community workers. Part of this effort to develop a working relationship with unions will be through ACDC participation in such city-wide advocacy coalitions as the Community Task Force on Construction.

In addition, ACDC will work with community workers advocacy groups to facilitate an educational and informational exchange with community workers, with a particular focus on dislocated workers.

3. Private Developers -- Several major office and residential developments are occurring near Chinatown, namely Kingston/Bedford and Commonwealth Center. The developers of both projects will need to address similar concerns regarding the community labor force and its readiness to participate in construction trades. Specifically, ACDC will lend its expertise to work with private developers in addressing these problems, ensuring that no unnecessary duplication of efforts takes place and to maximize the efficiency and effectiveness of existing and potential resources.

D. TECHNICAL ASSISTANCE TO SMALL BUSINESSES

To maximize the participation of minority business enterprises (MBE) in the R-3/R-3A development, ACDC will actively identify all potentially interested MBEs and maintain a MBE Job Clearinghouse list. ACDC will provide technical assistance to develop the capacity of MBEs to enable them to compete as subcontractors and/or providers of services related to the project. Such assistance will include scoping existing financial and technical resources and assisting MBEs to best utilize these resources.

ACDC recognizes the tremendous amount of preparation work which must be completed between now and the start of construction in order to ensure a large pool of trained community workers who will be ready to begin work. ACDC has already met with the executive directors of QSCC and CACA to begin discussions on possible collaborative efforts to address training needs. In addition, ACDC has met with representatives of the Community Task Force on Construction to establish how ACDC can best participate in this city-wide coalition. ACDC is firmly committed to maximizing the participation of community workers and MBEs and will take all steps necessary to ensure that the Chinatown-South Cove community benefits from the employment opportunities generated by the R-3/R-3A development.

8. ARCHITECTURAL PLANS

SUMMARY

Parcel R-3/R-3A is a critical site that provides an opportunity to form a link between Chinatown and the South End. The primary urban design objective for Parcel R-3/R-3A is to create housing that reinforces the strong cultural identity of Chinatown while relating to the scale, quality and ambience of the historic South End. The design proposed here aims to create an environment that works at many scales, is compatible with existing use patterns, and contributes to the distinctive cultural character of Chinatown.

Courtyards, walls and gates are predominant elements of traditional Chinese architecture. Towers placed at the southern edge of the site form a gate to Chinatown from the South End and along with the towers on adjacent blocks mark the edge of the Chinese community. Low and midrise buildings form walls to enclose courtyards which are entered through street-sized gates.

Massing -- The site is built up towards the Massachusetts Turnpike where the YMCA gym is flanked by two towers. From the South End, the towers are designed to appear like and have the impact of an entry gate to Chinatown. The gym provides an acoustic buffer from the noise of the Massachusetts Turnpike. The scale of the rowhouses to the east is maintained at the eastern edge of the site, where the proposed buildings are low. The buildings rise at Washington Street, where the adjacent context is of a larger scale and the street width is greater. Courtyards and a roof garden are created within the site to maximize much needed outdoor space.

The site plan connects Pine Street with Maple Place to maintain the scale of the existing street system at the eastern edge of the site. The addition of a small three-story brick rowhouse across Pine Street will tie the larger portions of the project into the smaller-scaled context.

Underground parking is located under the courtyards and YMCA so as not to be in conflict with the structure of the housing. The lower courtyard, at street level, is more public in character, more urban in materials and will be a major space within the Chinatown community. The upper courtyard, above the YMCA, is raised to provide a more private feeling for the residents of the development.

Street Scale -- Large, street-sized gates through the buildings interlock the courtyards with the community. They are placed to encourage pedestrian circulation through the site connecting Tai Tung Village to the Quincy School area. A gate is located at the end of Johnny Court to bring residents of the

rowhouses and Tai Tung Village into the lower courtyard to Quincy School and the Mass Pike Towers. A smaller gate at Oak Street will provide a connection to the future housing development across Oak Street. A gate also connects the upper and lower courtyards.

Small stoops, which are a part of the existing building fabric, will be continued at the street and courtyard edges of the development for entry into the 3 and 4 bedroom apartments. Most of the family units are located in the lower band of housing, next to the ground; typically each with its own entry.

Unit/Use Distribution -- The tower at the corner of Washington and Marginal will house fifty-five (55) 1 and 2 bedroom and handicapped units. The smaller tower adjacent to the Boston Chinese Evangelical Church will house fifty-five (55) elderly and handicapped units. Duplex units in the low and midrise buildings provide a total of seventy-nine (79) walk up family units with separate private entrances from the streets or courtyards. First/second floor duplex units at Washington and Oak Streets and Maple Place will enter from the street. Building edges at both courtyards are punctuated with entries to third/fourth floor duplex units. The brick rowhouse across Pine Street will house five (5) walk-up triplex units. Twenty-six (26) duplex family units at the fifth through eighth floors are accessed by a single loaded corridor from an elevator adjacent to the Washington Street gate. The brick rowhouse across Pine Street houses the remaining five (5) family units.

The YMCA is entered off Washington Street near the tower. The gym is adjacent to Marginal Road. The lockers, weight room, etc. are located under the upper courtyard. The administrative spaces are located in a portion of the nonelderly tower. Single Room Occupancies are located at the second and third floors of the low-rise overlooking Washington Street. Child care is located in a portion of the housing wing that separates the courtyards. This is the only YMCA space with direct access to the courtyards.

Shadows -- To avoid casting shadows on the neighbors, the towers are placed at the southern edge of the site. The midrise structure is oriented north/south to minimize shadows to the future neighbors across Oak Street to the north. The John Hancock Tower casts its shadow across the site in the late afternoon from late July through mid-May.

Site and Subsurface Conditions -- Preliminary soils information taken from neighboring sites indicates that Parcel R-3/R-3A lies first beside the original neck of land connecting Boston to the mainland. Soils are approximately 20'-0" of fill underlain with a hard, impermeable clay. It seems probable that the lower buildings surrounding the site sit on piles driven to this layer of clay.

We propose to construct the twin towers of steel frame on steel piles driven to bedrock at about 90'-0". We would excavate the fill at the garage so that its concrete structure rests on the clay. Because of the deep neighboring excavation of the Mass. Pike, it appears the water table, rather than being 10'-0" is probably at or below this clay so dewatering would be minimum. The midrise housing on Washington Street would probably be block bearing walls, precast plank resting or floating on a mat foundation at the clay surface. The lower four-story housing would rest on fill and piles, similar to those across Maple Place. We feel these methods of construction are both appropriate for the site and subsurface conditions and typical of economic constraints of affordable housing.

Facade Material -- It is imperative that the exteriors of these buildings be durable and appropriate for the realities of its affordability. We have divided the midrise and high rise buildings into three zones; each delineated by a distinct cornice line. The lowest layer, subject to most traffic and wear will be precast panels; broken into small surfaces to approximate the stone base of typical Boston housing. The gateways, entrances to the towers, and the YMCA will be further defined with lighting, residential materials and textures.

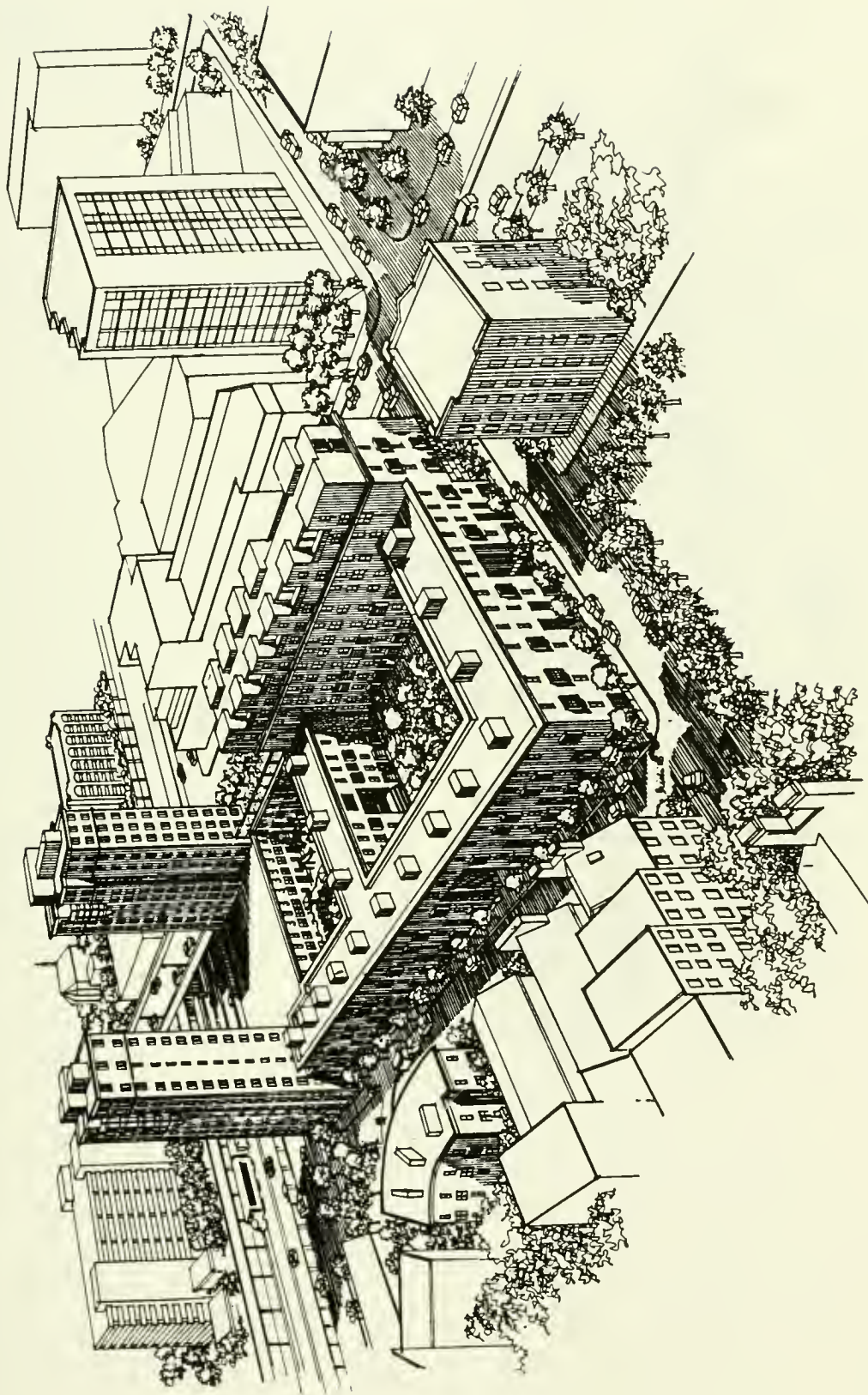
The middle zone will be either brick veneer or similar kind of unit masonry that gives texture and scale. The four story residential blocks will similarly sit on a low base of precast recalling the granite bases of the buildings across the street. The second zone will be similar to the middle zone of the midrise. Entrances will be given additional focus to emphasize their individuality.

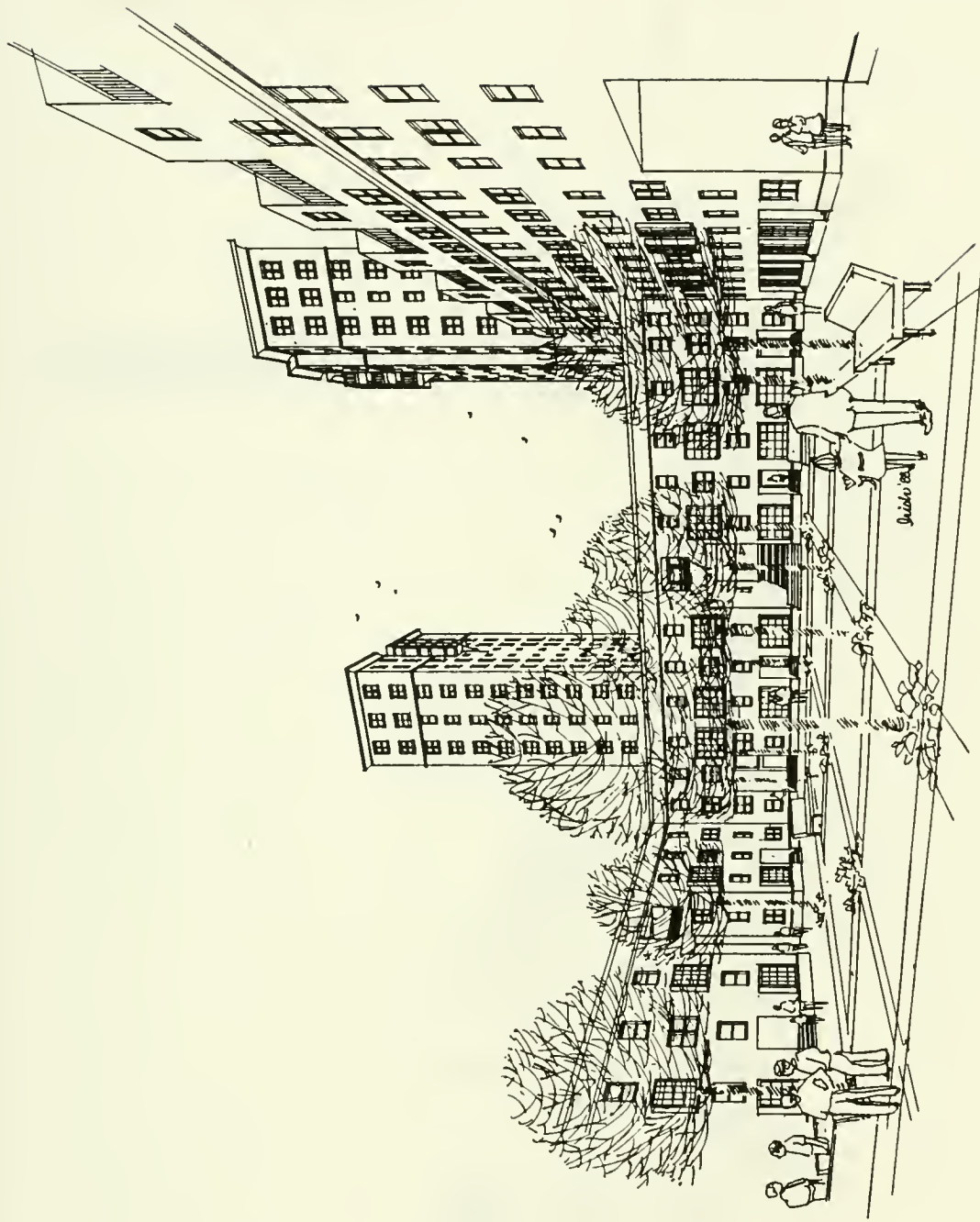
The upper zone of the midrise and the middle zone of the high rise will be an economical but durable cementitious stucco material broken by cornice lines and easily adaptive to the purposefully small scale of these buildings' skyline.

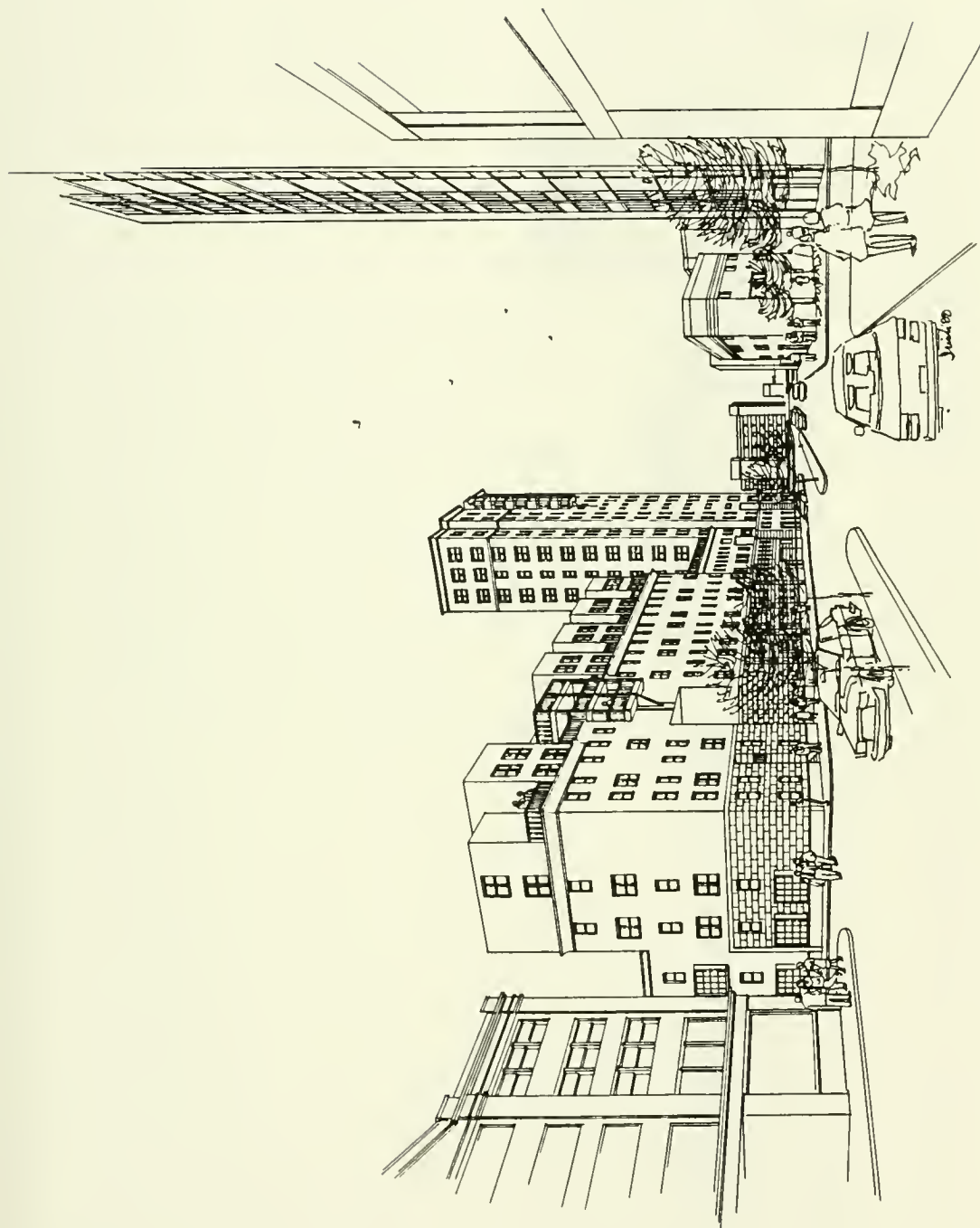
Both recessed and applied balconies are introduced at the upper levels to further reduce the scale of these higher buildings.

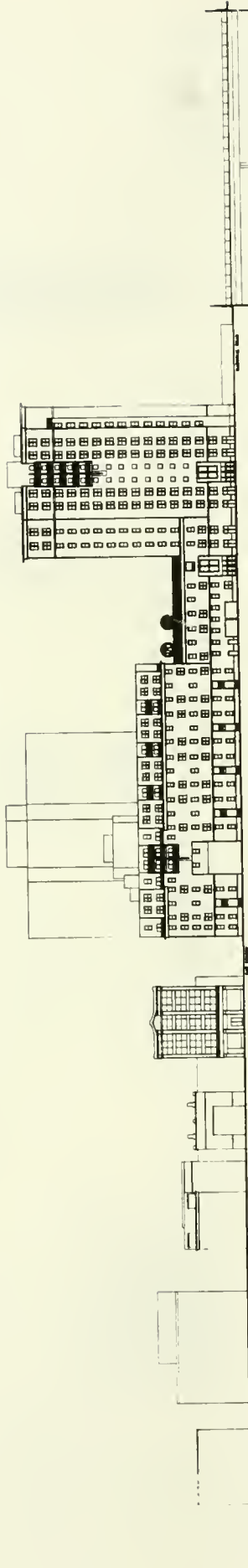
Courtyards -- The lower courtyard will be fully planted with mature trees in self-contained and irrigated structures over the garage. The ground plane will be continuous to allow diagonal circulation through the space and to give freedom to children playing. The upper courtyard is more private and is constructed over the YMCA making it more difficult to incorporate trees. A structure and trellis with planting gives scale and privacy while two skylights allow sunlight into the spaces below.

Value Engineering -- The eight-story midrise structure will be under 70 feet to avoid the more expensive requirements of the high rise sections of the state building code. Corridors will be kept at a minimum to effect by having units share entrances a more efficient net to gross square footage ratio. Parking will not be under the housing to avoid costly transfer of loads from the dwelling unit grid to the parking grid. The gym roof is kept free of any dead loads other than a normal long span roof. Unit plans will be repetitive throughout the design. Finally, two units share a stairway for a second method of egress from the low and midrise structures.

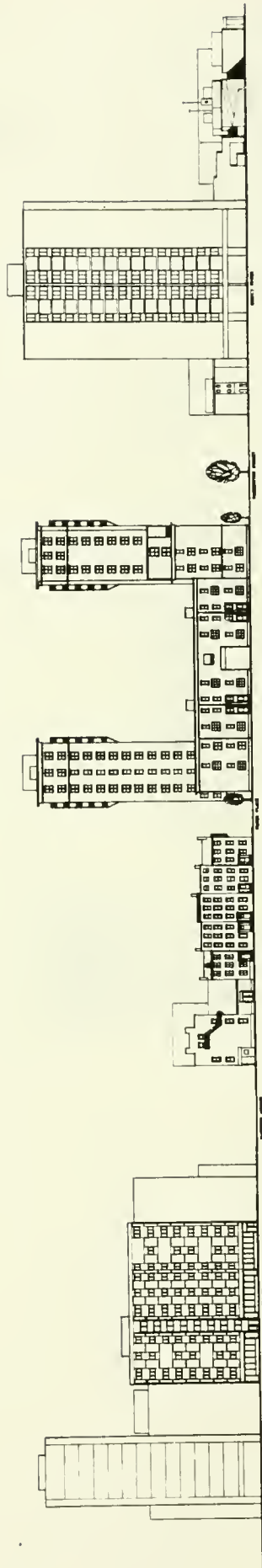




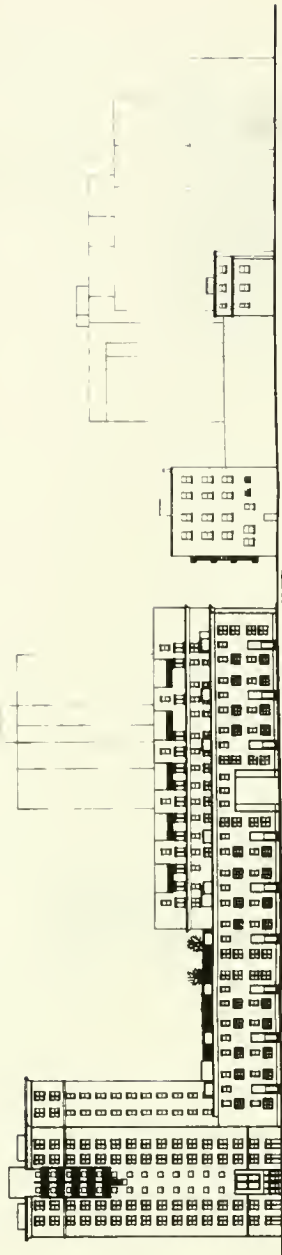




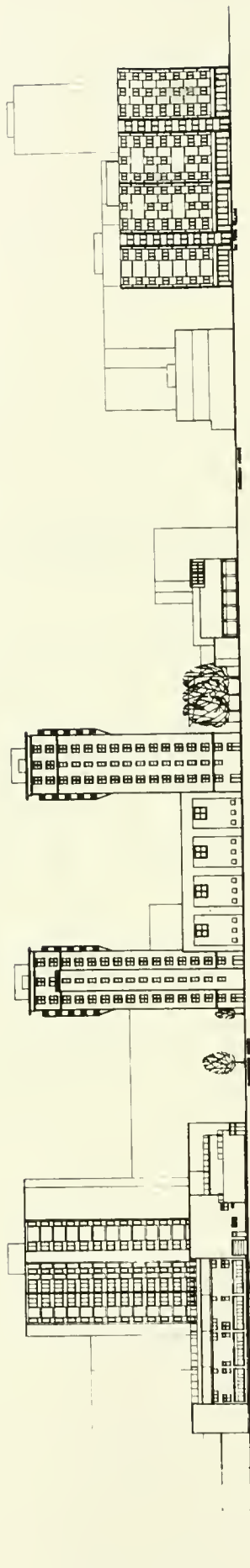
W A S H I N G T O N S T R E E T E L E V A T I O N



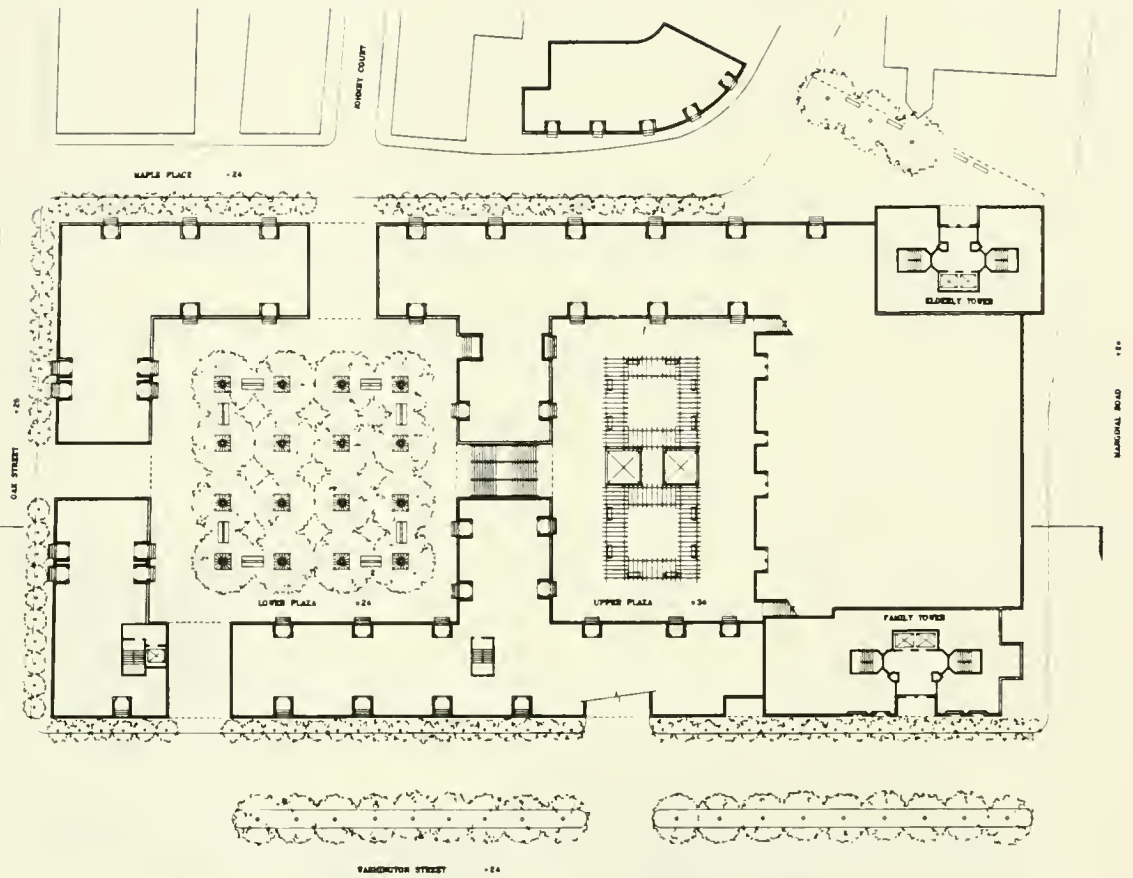
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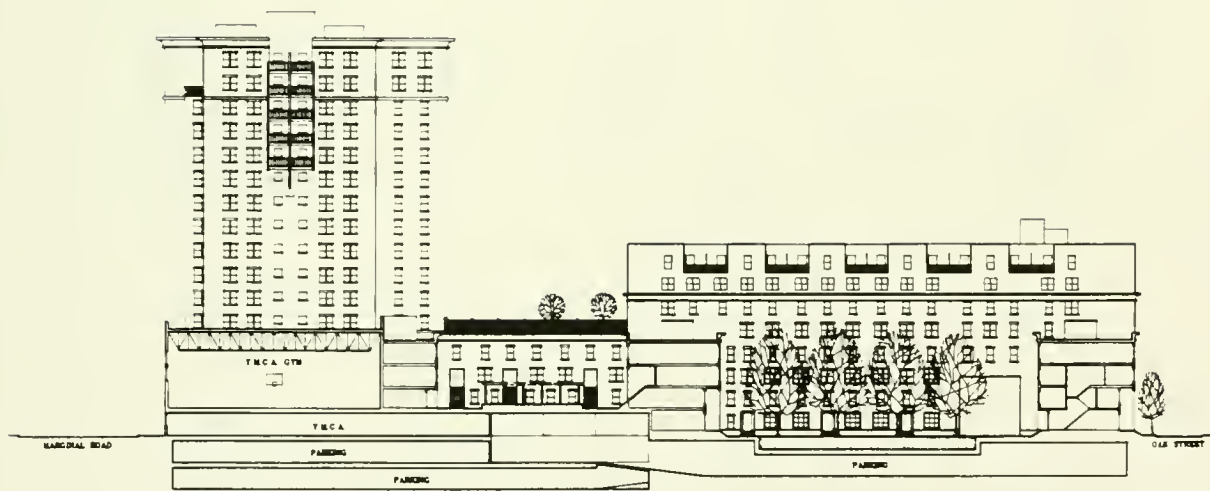
M A P L E S T R E E T E L E V A T I O N



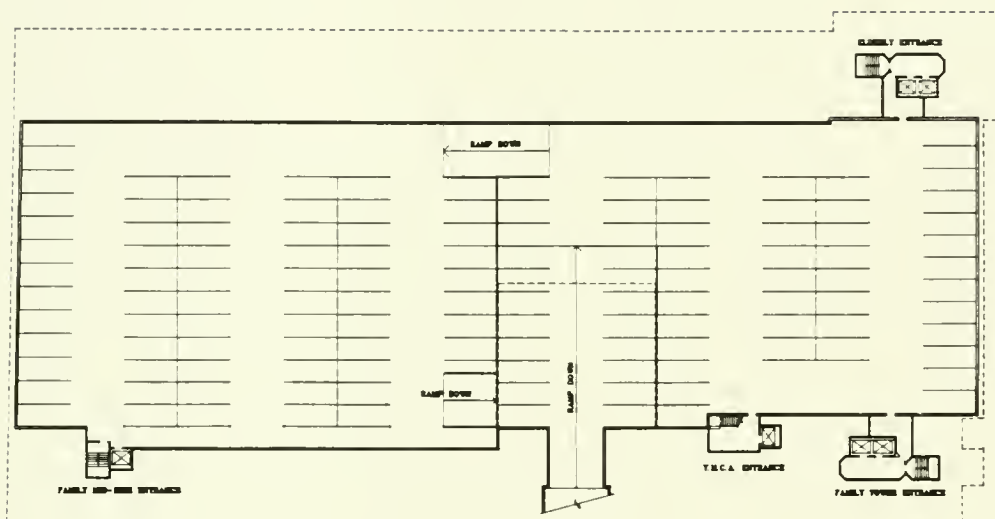
M A R G I N A L R O A D E L E V A T I O N



S I T E P L A N



S I T E S E C T I O N



G A R A G E P L A N

**Parking, Access, Circulation
and Service Areas**

停車、進出、流通及服務區域

9. PARKING, ACCESS, CIRCULATION
AND SERVICE AREAS

R-3/R-3A will have an underground garage with 174 parking spaces, representing an average of 0.79 for each unit of one, two, three and four bedrooms. The garage is located below the courtyards and YMCA and entered from Washington Street, which is a major two-way thru street. Pine Street will be connected with Maple Place and will remain one-way southbound. Maple Place, a private way, must be redesignated for public use. No other changes in vehicular circulation will be necessary.

Service areas for the two towers will be off Marginal Road. Storage areas will be provided next to individual entrances for the family units.

10

**Letters of Interest
from Financial Institutions**

經融機構的意願書



THE COMMONWEALTH OF MASSACHUSETTS

MASSACHUSETTS HOUSING FINANCE AGENCY

50 MILK STREET

BOSTON, MASSACHUSETTS 02109 • (617) 451-3480

RECEIVED

BERNARD SINGER
Chairman

JOHN S. MARINI
Vice-Chairman

GREATER BOSTON COMMUNITY
DEVELOPMENT, INC.

June 2, 1988

MARVIN M. SIFLINGER
Executive Director

ELEANOR G. WHITE
Deputy Director

Swan L. Oey
R3/R3A Project Manager
Greater Boston Community Development, Inc.
79 Milk Street
Boston, Ma. 02109

RE: Asian Community Development Corporation
BRA Parcel R3/R3A

Dear Swan:

This is in response to your letter dated May 27, 1988 in which you indicated that Greater Boston Community Development, Inc. is working as development consultant with Asian Community Development Corporation on its mixed income/mixed use BRA Parcel R3/R3A proposal. You further indicated that the development team would be submitting the proposal to the BRA in the Chinatown Housing Improvement Program competition and requested a letter of interest by MHFA in potentially providing financing and subsidies for the 165 unit mixed income family housing portion of the development.

MHFA would welcome the opportunity to work with GBCD and the Asian Community Development Corporation on your proposal to develop family housing on Parcel R3/R3A.

Based on our long experience with GBCD, we believe that your organization will be able to develop a proposal that is consistent with MHFA's statutory and policy requirements. The proposed mixed income housing development would be eligible for consideration for our tax-exempt financing program for both construction and permanent financing. Furthermore, the proposal would also be eligible for SHARP subsidies through MHFA's competitive process.

Sincerely,

A handwritten signature in cursive script, appearing to read "Robert Pyne".

Robert Pyne
Director of Development

3475A



Joint Venture for Affordable Housing

U.S. Department of Housing and Urban Development
Boston Regional Office, Region I
Thomas P. O'Neill, Jr., Federal Building, 3rd Floor
10 Causeway Street
Boston, MA 02222-1092

June 13, 1988

Swan L. Oey
R3/R3A Project Manager
Greater Boston Community Development
79 Milk Street
Boston, MA 02109

Dear Mr. Oey:

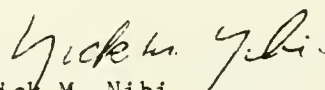
This is in response to your letter dated May 27, 1988 in which you indicated that Greater Boston Community Development, Inc. is working as development consultant with Asian Community Development Corporation on its mixed income/mixed use BRA Parcel R3/R3A proposal. You further indicated that the proposal would include 55 units of elderly and handicapped housing.

The proposed elderly and handicapped housing could be eligible for consideration under HUD's Section 202 Direct Loan Program for low income elderly and handicapped housing. The Section 202 Program provides both construction and permanent financing as well as rent subsidies through HUD's Section 8 Housing Assistance Payments Program. Funds are awarded on the basis of an annual competition in which, Section 202 applications are rated and ranked on the basis of the sponsors' housing experience, financial position, neighborhood support and acceptability of the site, neighborhood and design of the housing. The highest ranking applications are awarded funds.

Based on our long experience with GBCD, we believe that your organization would be able to develop a competitive proposal. We would welcome the opportunity to provide information and assistance to GBCD and the Asian Community Development Corporation on HUD's statutory and policy requirements of the Section 202 Program.

Please do not hesitate to contact Toni Wallace, Multifamily Housing Representative at 565-5156 for any assistance you might need concerning application requirements of the Section 202 Program.

Very sincerely yours,


Nick M. Nibi
Director
Office of Housing



GREATER BOSTON COMMUNITY DEVELOPMENT, INC.

79 MILK STREET • BOSTON, MASSACHUSETTS 02109 • (617) 482-6553

FAX • (617) 482-3479

PATRICK E. CLANCY, Executive Director

June 10, 1988

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John F. Bok
Vice President

Jonathan M. Keyes
Treasurer

Christopher L. Noble
Clerk

Ms. Jacquie Kay
President
Asian Community Development Corp.
360-B Tremont Street
Boston, MA 02116

Dear Ms. Kay:

We have reviewed and analyzed the preliminary development estimates on the proposed 165-unit mixed income housing project to be sponsored by your organization. As you know, GBCD has had extensive experience over the past 16 years in assisting nonprofit developers to raise equity capital for projects similar to yours.

This experience, combined with a detailed understanding of the current tax law and the market for investments utilizing the current low income housing tax credits, would indicate that a successful private placement could be structured. This would generate significant funds for use in covering some of your anticipated development costs. Based on current tax laws and market, we believe that net proceeds of approximately \$2,000,000 can be achieved (after costs for marketing, sales commissions and other related syndication costs). Furthermore, we will be pleased to work with you in the future in structuring effective equity financing for your project.

Very truly yours,

Carol M. Hackett
Project Manager
Equity Finance

CMH/gds
3527A

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June 7, 1988

Ms. Swan L. Oey
R3/R3A Project Manager
Greater Boston Community Development, Inc.
79 Milk Street
Boston, MA 02109

Re: Asian Community Development Corporation BRA Parcel
R3/R3A

Dear Swan:

This is in response to your letter dated May 27, 1988 in which you indicated that Greater Boston Community Development, Inc. is working as development consultant with Asian Community Development Corporation on its mixed income/mixed use BRA Parcel R3/R3A proposal. You further indicated that the development team would be submitting the proposal to the BRA in the Chinatown Housing Improvement Program competition and requested a letter of interest by CEDAC.

CEDAC would welcome the opportunity to work with GBCD and the Asian Community Development Corporation on your proposal to develop mixed income housing on Parcel R3/R3A. Based on the information you have provided, it would appear that the Asian Community Development Corporation would be an eligible organization under CEDAC's enabling statute and that the proposed project would potentially qualify for the maximum amount of Technical Assistance Advance and Front Money Loan funding -- \$115,000 -- provided the project can demonstrate feasibility and affordability.

Based on our long experience with GBCD, we believe that your organization will be able to develop a proposal that is consistent with CEDAC's program guidelines.

Sincerely,



Carl A. Sussman
Executive Director

CAS:syl

19 Temple Place
Suite 200
Boston, MA
02111
(617)727-0506



BANK OF BOSTON

June 10, 1988

Ms. Regina Lee
Executive Director
Asian Community Development Corporation
P.O. Box 8074
Boston, MA 02114

Dear Regina:

I appreciated the opportunity to discuss your proposed development for Parcel R3/R3a with Joe Chow last week. Bank of Boston has a strong presence in the Chinatown community, and we're delighted that you are proposing such a comprehensive development approach to this parcel. As you may know, we are engaged in a highly successful partnership with your neighbor there, the Quincy School.

Joe outlined for us the major programmatic elements of your proposal: 55 units of Section 202 elderly housing, 165 non-elderly units to be developed under MHFA's SHARP program, a YMCA/community service component including 12 SRO units and 165 parking spaces. He indicated that you anticipate generating considerable equity from syndication and from the City's linkage program.

We are familiar with these various programs and have participated in similar complex public, private partnerships. Your development consultant, GBOD, is well known to us and highly regarded. We wish you well in your effort to secure developer designation by the BRA and look forward to working with you to define more specifically your private sector financing needs and how Bank of Boston might address those needs, once you are so designated.

Sincerely,

Bonnie S. Heudorfer
Senior Consultant
Community Investment Department

BSH:lm

cc: Joseph Chow



June 3, 1988

Regina Lee, Esquire
Executive Director
Asian Community Development Corporation
P. O. Box 8074
Boston, Massachusetts 02114

Dear Attorney Lee:

Re: Parcel R-3/R-3A

I was recently introduced to your proposed 100,000 square foot housing project to be located at Oak, Washington and Marginal Streets in Boston. I believe your proposal to develop 220 housing units, with at least two thirds being targeted for low- and moderate-income people and the elderly, is an exciting and long overdue opportunity to create family housing in Chinatown.

The severe housing shortage, overcrowding and the strong desire of community residents to reside in Chinatown is well known. Your project should go a long way in alleviating this problem. In addition, your proposed construction worker training program will provide a fine benefit to the Chinatown community in the area of employment and education.

The members of your project team are quite impressive. Greater Boston Community Development, Inc. has a long record of achievement. The Asian Community Development Corporation appears to be strongly rooted in the Chinatown community and is supported by a strong staff and Board of Directors. Further, the architectural firm of Woo & Williams has a fine reputation, and I expect it to add significant value to the project.

On behalf of Home Owners Federal Savings and Loan Association, I would like to express our interest in working together with the ACDC and possibly providing financing towards the construction of the project. Once you have been designated developer of Parcel R3/R3A, I would like to review all the pertinent feasibility studies.

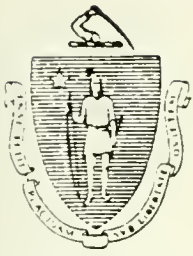
I am grateful at the opportunity to become involved in the project and would be pleased to assist you in any way appropriate.

Please do not hesitate to give me a call.

Very truly yours,


Edward D. Belz
Assistant Vice President

EDB:hal



The Commonwealth of Massachusetts

HOUSE OF REPRESENTATIVES
STATE HOUSE, BOSTON 02133

SALVATORE F. DIMASI
3RD SUFFOLK DISTRICT
102 COMMERCIAL STREET
BOSTON, MA 02109
TEL 742-1085

Chairman
Committee on Judiciary
ROOM 138, STATE HOUSE
TEL 722-2396

June 3, 1988

Robert L. Farrell, Chairman
Boston Redevelopment Authority
Ninth Floor - Boston City Hall
One City Hall Square
Boston, MA 02201

Dear Mr. Farrell:

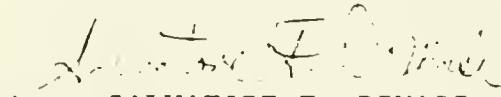
This letter is in support of the efforts of the "Asian Community Development Corporation" an organization based in Boston's Chinatown neighborhood.

A.C.D.C. was formed to promote small business enterprises, jobs, job training, and enhance the overall economic development of the community.

The board of directors is made up of many active residents who have served the asian community for many years. Many of the directors of A.C.D.C have been good friends, who have shared the same commitment as I have throughout my tenure as state representative.

I sincerely believe that A.C.D.C. should be given every consideration that will help them reach their goal.

Sincerely,


SALVATORE F. DIMASI
Chairman



From the desk of

James M. Kelly
BOSTON CITY COUNCIL - DISTRICT TWO

725-3203

725-3452

Carol Geary
Chief of Staff

Paul J. Walkowski
Legislative Coordinator

Annamarie Geary
Secretary

June 6, 1988

Mr. Robert L. Farrell, Chairman
Boston Redevelopment Authority
Boston City Hall -- Ninth Floor
Boston, MA 02201

RE: ASIAN COMMUNITY DEVELOPMENT CORPORATION

Dear Mr. Farrell:

Please record my name in support of the Asian Community Development Corporation. The goals and aspirations of the ACDC, are consistent with the needs of Boston's Asian community and accordingly I endorse those principles and support their efforts.

Sincerely,

James M. Kelly
James M. Kelly

cc: Mr. Stephen Coyle, Director
Mr. Neil Chin, ACDC



Boston City Council

June 8, 1988

Rosaria Salerno
725-4376

Robert Farrell, Chair
Boston Redevelopment Authority
One City Hall Plaza
Boston MA 02201

Dear Mr. Farrell,

I am pleased to write this letter of support for the Asian Community Development Corporation's proposal to be designated sole developer of the R3/R3A parcel in Chinatown.

ACDC's proposal is outstanding in several important respects. It not only fulfills housing goals identified in the Chinatown Community Plan for this key site, but it also exceeds requirements for space dedicated to the South Cove YMCA, as stated in the Request for Proposals. In addition, ACDC's effort has been joined by two other highly-respected and experienced firms, consultants Greater Boston Community Development and architects Woo & Williams.

In its very first proposal, ACDC has demonstrated the knowledge, commitment and creativity of its own impressive roster of board members. This plan insures affordable housing for low- and moderate-income residents as well as the elderly, in family-sized dwellings as well as single-room occupancies. It adds recreational space desperately needed in the congested and overcrowded Chinatown neighborhood. It also provides job training in a field where jobs will continue to be available but where Asians are currently underrepresented in Boston -- a far-sighted and productive program for a community still plagued by unemployment and underemployment, even in Boston's booming economy.

I hope you will recognize the merits of this proposal and award ACDC sole designation to develop R3/R3A.

Sincerely,

Rosaria Salerno
City Councilor
At-Large



May 10, 1988

To Whom It May Concern:

On behalf of Boston Chinese: Youth Essential Service, a non-profit community agency serving the needs of Asian youths and their families, I am pleased to write this letter of support for the Asian Community Development Corporation (ACDC).

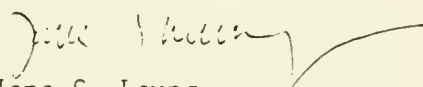
As a long-time member of the Boston Asian Community (I was born and raised in New York's Chinatown and have been active in Boston's Chinatown since 1974), I am well aware of the social and economic needs of the community. And as I spoke with a number of the ACDC Board members and reviewed the goals and objectives of the organization, I was impressed with their in-depth understanding of the needs of the Asian community.

I believe strongly that ACDC can achieve its goals for two reasons: (1) the Board membership consists of highly-skilled professionals who have expertise and experiences which are relevant to community economic and social development, and (2) the Board membership's professional skills are complemented by each member's close and active ties to the very community in which they are targeting to serve.

In closing, I would like to add that ACDC has the support of the Asian community. I have spoken with Community residents, business people, service providers and administrators, and others, and they have responded positively to the formation of ACDC.

I truly hope you will give the Asian Community Development Corporation's request for funding your serious consideration and support.

Sincerely


Jane S. Leung
Executive Director

Boston
Chinese
Youth
Essential
Service

人青年
助會

Harrison Ave
Boston, MA 02111
(617) 482-4243



New England
Medical Center Hospitals

Jerome H. Grossman, M.D.
President

1746 Boston Dispensary
1894 Floating Hospital for Infants and Children
1918 Pratt Clinic
1948 New England Center Hospital
1955 Rehabilitation Institute

The principal teaching
hospitals for Tufts University
School of Medicine

750 West 11th Street
Boston, Massachusetts 02111
Telephone: 617-262-1000

May 12, 1988

Neil Y. Chin
Asian Community Development Corporation
P.O. Box 8074 - JFK Station
Boston, Mass. 02114

Dear Mr. Chin:

I would like to thank you for contacting me in regards to the establishment of the Asian Community Development Corporation (ACDC). The Medical Center welcomes the formation of the ACDC and we strongly support your goals to provide affordable housing and expand job opportunities to the Asian community.

We are interested in learning more about your specific plans and hope that we can assist you in your endeavors. To that end, we would welcome the opportunity to meet with you in the very near future. Anne Levine has said that she will call you to arrange this meeting.

Again, thank you for your letter and in the meantime if we can be of any assistance, please give Anne or me a call.

Sincerely,

Jerome H. Grossman, M.D.

cc: J. Kurland
E. Ehrlich
A. Levine



Asian American Resource Workshop

27 beach st., boston, ma 02111 (617) 426-5313

June 1, 1988

Mr. Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

Re: Asian Community Development Corporation
Proposal for 'R-3/R-3A' parcel

Dear Mr. Farrell:

The Asian American Resource Workshop (AARW) welcomes this opportunity to support the proposal by the Asian Community Development Corporation (ACDC) to develop parcel 'R-3/R-3A' in Chinatown. For the past ten years, the AARW has worked with the Asian American community to address its needs through education and advocacy around issues concerning the Asian American community. Since Chinatown is the only Asian community in Boston with a land base and the spiritual and economic center of the Asian American community, we feel it is especially important that the physical base of Chinatown be developed so that it might better serve the community.

ACDC's proposal for the 'R-3/R-3A' parcel addresses the critical need for affordable housing in Chinatown by providing 220 units of housing, two-thirds of which are designated for low and moderate income people, and the elderly. In addition, the project integrates the South Cove YMCA into its design thus assuring an attractive and much-needed recreational facility for Chinatown. Similarly, the inclusion of single room occupancy units addresses the need for transitional housing in Chinatown, a need identified by the Chinatown Community Plan which is jointly sponsored by the BRA and the Chinatown-South Cove Neighborhood Council. Furthermore, ACDC's proposal to generate employment opportunities through a construction training program will help alleviate the problems of unemployment and underemployment in Chinatown.

Having reviewed and evaluated their plans for the parcel, we believe that ACDC's proposal is an outstanding example of what dedicated community members, working alongside experienced professionals such as Greater Boston Community Development and Woo & Williams, can accomplish. The proposal packages these features in a development that is attractive and consistent with the character of the surrounding neighborhood, and reinforces Chinatown's cultural identity.

The Board of ACDC is composed of experienced professionals and community residents with decades of service to Chinatown. We are confident, if designated, that this development will be one of which we can be proud. We urge the BRA to designate ACDC as the developer for the parcel.

Sincerely,

Frederick M. Dow
Executive Director

華埠房屋及土地發展小組

Chinatown Housing and Land Development Task Force

34 OAK STREET
BOSTON, MASSACHUSETTS 02111
617 451-6711

June 8, 1985

Mr. Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

Re: Asian Community Development Corporation (ACDC)
Proposal for 'R-3/R-3A' parcel.

Dear Mr. Farrell,

The Chinatown Housing and Land Development Task Force strongly endorses the Asian Community Development Corporation's proposal for housing development on the R-3/R-3A parcel.

We feel that ACDC is best qualified for achieving the objectives of the RFP issued by the BRA, not just in the creation of quality affordable housing in Chinatown, but also in maximizing minority participation in neighborhood development. We also believe that the ACDC's board has the commitment to carry out community reinvestment via the development process.

The designation of ACDC as the developer by the BRA for this crucial project will mark a milestone in the city's commitment for neighborhood empowerment.

Sincerely,



Carol Lee
President of the Board
Chinatown Housing and Land Development Task Force



Together, we're building the Rainbow.

RAINBOW COALITION • 431 Columbus Avenue • Boston, MA 02116 • Telephone 267-8759

June 8, 1988

Mr. Robert Farrell, Chairman
Board of Directors
Boston Redevelopment Authority
Boston City Hall
Boston, MA 02201

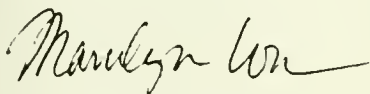
Dear Mr. Farrell:

I strongly urge the Boston Redevelopment Authority to designate the Asian Community Development Corporation (ACDC) the sole developer of the R-3/R-3A parcel. In my past work with various members of ACDC, I have witnessed their commitment, personal integrity and accountability to the community-at-large. Furthermore, I have reviewed ACDC's development proposal and am confident that the ACDC development team is best qualified to successfully bring the goals of the R-3/R-3A development to fruition.

The ACDC development team, which includes Greater Boston Community Development, Inc. and Woo & Williams, have extensive technical expertise and experience in the development and operation of affordable housing. Furthermore, the ACDC Board of Directors and membership reflects a diverse array of proven community leaders who are committed to improving the quality of life for Chinatown-South Cove residents and the Asian community.

The ACDC development proposal not only demonstrates sensitivity to the needs of the Chinatown community but is a strong proposal for such broader social objectives as community-based ownership and control of affordable housing. In sum, I urge the BRA to designate ACDC the developer for the R-3/R-3A parcel as this decision will be a positive contribution towards the empowerment of the Chinatown community.

Respectfully,



Marilyn Wu
Chairperson
South End Rainbow

QUINCY SCHOOL COMMUNITY COUNCIL
昆市學校社區委員會
EL CONCILIO DE LA COMUNIDAD DE LA ESCUELA QUINCY

885 WASHINGTON STREET BOSTON, MA. 02111

華盛頓街八八五號

TELEPHONES (617) 426-6660

電話 426-6661

9 June 1988

Mr. Robert Farrell

Chairman

Boston Redevelopment Authority

One City Hall Plaza

Boston, MA 02201

Re: Asian Community Development Corporation
Proposal for "R-3/R-3A" parcel

Dear Mr. Farrell:

The Quincy School Community Council welcomes this opportunity to lend its support to the proposal by the Asian Community Development Corporation (ACDC) to develop parcel "R-3/R-3A" in Chinatown.

The staff of the QSCC has already met ACDC staff to discuss ACDC's employment training program. The program plans to target construction jobs which will be generated by this and other development projects for the benefit of community residents in Chinatown. We expect that ACDC and QSCC will continue to work together in the future regarding this and other employment-related projects in Chinatown.

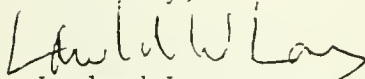
ACDC's proposal for the "R-3/R-3A" parcel addresses the critical need for affordable housing in Chinatown by providing 220 units of housing, two-thirds of which is designated for low and moderate income people, and the elderly. Additional features, such as the integration of the South Cove YMCA in the design of the project, will be available for Chinatown. Similarly the inclusion of single room occupancy units in the proposal demonstrates the commitment to address the need for transitional housing in Chinatown, a need which has been identified by the Chinatown Community Plan which is being jointly sponsored by the Boston Redevelopment Authority and the Chinatown Neighborhood Council.

Having had the opportunity to review and evaluated their plans for the parcel, we believe that ACDC's proposal is an outstanding example of what can be accomplished by dedicated community members, working together with experienced professionals such as Greater Boston Community Development and Woo & Williams. In particular, with Regina Lee as the executive director, we feel assured that this enterprise will be accomplished successfully in a conscientious and timely manner.

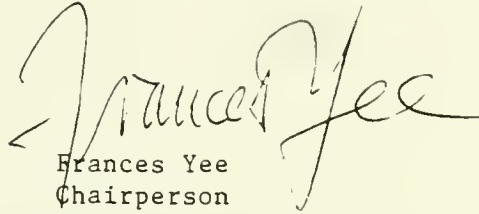
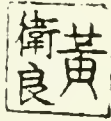
- ★ AFTER SCHOOL PROGRAM
- ★ RECREATION POOL/GYM
- ★ ACORN CHILD CARE CENTER
- ★ YOUTH ENGLISH AS A SECOND LANGUAGE/ADVOCACY
- ★ ADULT ENGLISH AS A SECOND LANGUAGE/ ADVOCACY
- ★ EXPLORATION COURSES

We urge the BRA to designate ACDC as the developer for parcel "R-3/R-3A".
We are confident, if designated, ACDC will produce a development which all
of us in Chinatown can be proud of.

Sincerely,



Lawland Long
Executive Director



Frances Yee
Chairperson
Board of Directors

紐英崙至孝篤親公所
GEE HOW OAK TIN ASSOCIATION
OF NEW ENGLAND

77 HARRISON AVENUE BOSTON, MASS 02111
TELEPHONE 542-1585

June 9, 1988

Mr. Robert Farrell, Chairman
Boston Redevelopment Authority
One City Hall Plaza
Boston, Massachusetts 02201

Re: ACDC's Proposal for R3/R3A

Dear Mr. Farrell:

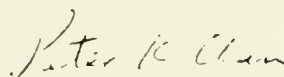
As you know, the Boston Redevelopment Authority (BRA) in March made its Request for Proposals (RFPs) for the Parcel R3/R3A site in Chinatown. The development guidelines call for the construction of a minimum of 220 units, with at least 50% of them 3 and 4-bedroom units for family housing. The guidelines also require that at least a third of the units be affordable to low income households and another third available to moderate-income households. Space should be set aside for the relocation of the South Cove YMCH and other community spaces.

The Gee How Oak Tin Association (GHOTA) is a family association made up of Chinese Americans who have Chan (Chin), Woo or Yuen as their family names. It is the largest such family association in the Greater Boston and New England area. GHOTA is very excited about the development of R3/R3A which would provide a great opportunity for creating much needed housing units in Chinatown and a permanent home for the South Cove YMCA.

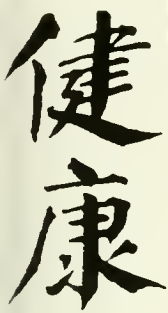
We have reviewed the initial plans drawn up by the Asian Community Development Corporation (ACDC) and are favorably impressed by their selection of architect and housing development consultants. We are also very familiar with the officers and board members of ACDC who have had long years of experience in working with and within the Asian Community. They are committed to making the development process open and sensitive to the needs of the community.

The GHOTA therefore strongly supports ACDC as the developer for R3/R3A and urge the BRA to do so.

Sincerely yours,



Peter K. Chan
Co-President



South Cove
Community
Health Center

885 Washington St.
Boston, MA 02111
(617) 482-7555

Serving the Boston Asian and
South Cove Communities

12 June 1988

Mr. Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

Re: Asian Community Development Corporation
Proposal for "R-3/R-3A" parcel

Dear Mr. Farrell:

The South Cove Community Health Center firmly supports the Asian Community Development Corporation in its proposal to develop parcel "R-3/R-3A" on Washington street directly across the street from our health center.

During our last sixteen years of service to the recent immigrants who find their focus in Boston's Chinatown, we have seen the direct effects of crowding and substandard living conditions on the physical and mental health of our community which is the fastest growing minority both locally and nationally. These facts have created a community priority for affordable housing as well as an increased burden on community human service providers.

Local community development is the ideal vehicle to meet these needs, but is a difficult economic proposition without your most crucial and enlightened downtown "linkage" program. We therefore appreciate our community's recent opportunity for direct input in your selection of Columbia Plaza Associates as the first minority developer to provide "linkage" to Chinatown.

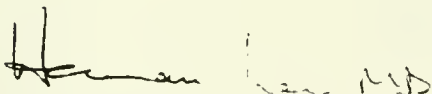
This economic support of "linkage" for the "R-3/R-3A" development must be combined with the community development organization most committed to the housing and human service needs of our community and skilled in urban development. At the community level, we assert that new housing creates increased demand for human services, a need that obligates the community developer to provide human service resources in the form of additional service space, direct service "endowment", technical assistance, or the provision for future capacity in these same areas.

Within this framework, we believe that the principals of the Asian Community Development Corporation will provide the optimal mixture of skills and community commitment necessary for the success of the "R-3/R-3A" development.

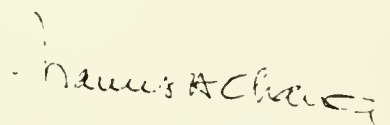
Our direct experience with members of ACDC spans the entire sixteen year history of our health center. Caroline Chang and Neil Chin are cofounders of our center. Their dedicated and fairminded work as advocates for our community's needs make them both experienced and effective community leaders. Tunney Lee, who served over eight years on our board, is a recognized leader in urban planning and is a critical link in translating community needs into an achievable development. The majority of the ACDC corporation and staff have been past health center board members with over 25 years of collective participation characterized by community sensitivity, selfless donation of their time and skills, and the prudent stewardship of health center resources.

For these reasons, we are delighted to recommend that the ACDC be designated developer of the "R-3/R-3A" parcel. We believe that ACDC will create a project that will best meet our community's needs, both housing and human service. We know that their success in this task will serve as the benchmark for future Chinatown community developments.

Sincerely,



Herman Lee, M.D.
Board President



Frances Chang
Executive Director

cc: Regina Lee



Action for Boston
Community Development
Inc. 178 TREMONT STREET BOSTON, MASSACHUSETTS 02111
TELEPHONE AREA CODE (617) 357 6000

June 13, 1988

Robert Farrell, Chairman
Boston Redevelopment Authority
One City Hall Square
Boston, MA

Dear Mr. Farrell:

Action for Boston Community Development, Inc. is pleased to support the proposal which is being advanced by the Asian Community Development Corporation on the R-3/R-3A site in the South Cove section of Chinatown. The concept of low, moderate and market-rate housing with 25% designated for the elderly in the proposal is very important in addressing the serious lack of housing in the Chinatown community. The provision for community use space on the ground floor will also provide much needed services such as day care which ABCD always seeks to support as a community development agency. Proposals for affordable housing are particularly important as the Chinatown community is feeling great pressure from downtown expansion.

ABCD supports the Asian Community Development Corporation proposal as it is the type of development which we feel benefits all sections of the community in the critical areas of housing and community services.

Sincerely yours,


Robert M. Coard
Executive Director

RMC/dg

華人前進會
工人互助中心
Chinese Progressive Association/Workers Center
27 Beach Street, 3rd floor
Boston, MA 02111
(617) 357-4499

June 13, 1988

Mr. Robert Farrell, Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

Re: Asian Community Development Corporation proposal for "R3/R3A Parcel"

Dear Mr. Farrell:

The Chinese Progressive Association is pleased to recommend the Asian Community Development Corporation (ACDC) for responsibility for the development of parcel "R3/R3A" located in the Chinatown community.

The Chinese Progressive Association has supported the development of housing in the Chinatown area over the past 11 years. With the limited land available for community needs due to institutional expansion and downtown commercial development, the development of 220 units of housing on parcel "R3/R3A" is a welcome proposal. In reviewing the proposal of the ACDC, we find it to be professional and sensitive to the needs of the community. The provisions for two-thirds of housing units targetted for low and moderate income residents, and for a large portion of three and four bedroom apartments, reflect the needs of the community's largely working class population and family orientation. At the same time, the inclusion of single-room occupancy units addresses the transitional housing need and "bachelor" experience of many immigrant newcomers. We support the integration of space for the South Cove YMCA into the project, demonstrating ACDC's commitment to community service.

Finally, the individuals on the board and staff of the ACDC have a commendable reputation within the Chinese community for their dedication and commitment to the community's welfare. We believe that ACDC's proposal is a clear example of what dedicated community members and professionals can accomplish together. We urge the designation of ACDC as the developer of this project.

Sincerely,

Henry Wong

Henry Wong
President
Chinese Progressive Association

HW/lml

華人前進會
工人互助中心
Chinese Progressive Association/Workers Center
27 Beach Street, 3rd floor
Boston, MA 02111
(617) 357-4499

June 13, 1988

Mr. Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

Re: Asian Community Development Corporation Proposal for "R3/R3A" Parcel

Dear Mr. Farrell:

As the chairperson of the Chinese Progressive Association and a longtime community activist, I am pleased to recommend the Asian Community Development Corporation (ACDC) for the development of parcel "R3/R3A" in Chinatown.

I have spent most of my life around the Chinatown area. For the past 15 years I have been actively involved in advocacy and organizing around issues facing the daily life of the community. I have seen large numbers of families displaced by urban renewal and institutional expansion, and the increasing demand for affordable housing due to the influx of new immigrants in recent years. The site in question has been vacant for too long. I commend the Boston Redevelopment Authority and the City for taking steps to develop affordable housing on this site.

The ACDC's proposal shows an understanding of and sensitivity to the needs of the community. Priorities on low and moderate income housing, single-room occupancy as well as larger family units, recreational space for the South Cove YMCA, and provisions for construction job training for residents all demonstrate the ACDC's commitment to community service.

I have witnessed the integrity, commitment, and dedication of the individuals serving on the board and staff of the ACDC over the years. I believe that their proposal will truly benefit the Chinese community, and is a fine example of what dedicated community members and professionals can accomplish together.

I urge the Boston Redevelopment Authority to designate ACDC as the developer for this parcel.

Sincerely,


Suzanne Lee
Chairperson
Chinese Progressive Association

SL/lml

大同藥房
TAI TUNG PHARMACY, INC.
256 HARRISON AVE.
BOSTON, MA 02111
(617) 482-7419

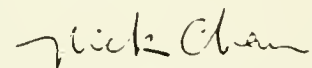
April 21, 1988

Dear Sirs:

Being a long time business person in the Chinatown community, I have seen the tremendous growth in its immigrant population and the resulting overcrowding of the current housing stock. It has been many years since any new housing have been constructed to accommodate this increase of families who must live in close proximity to Chinatown in order to avail themselves of its services. Those units that were built are sorely inadequate to fill the existing needs, let alone the anticipated future growth.

I strongly support any effort to develop new affordable housing for the well being and survival of Chinatown. The Asian Community Development Corporation have set goals which I believe are supportive of the types of actions necessary to achieve affordable housing on the remaining available sites in this area. I have known some of the members of ACDC for many years and of their deep commitments to the growth and welfare of the Asian population. Their work in establishing the ACDC and prioritizing the issues that affect Chinatown must be supported by the community at large so that the goals set can become reality and the Chinatown community can benefit from these efforts.

Yours truly,



Nick Chau

RWCO CONSTRUCTION COMPANY

DESIGN • GENERAL CONTRACTOR • MANAGEMENT

1162 WASHINGTON STREET

BOSTON, MA 02118

617-426-6024 426-6025

May 7, 1988

Ms. Jacquie Kay, President
Asian Community Development Corp.
P. O. Box 8074
Boston, MA 02114

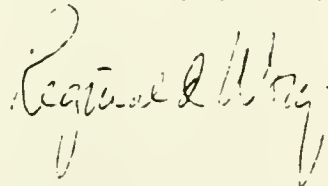
Dear Ms. Kay:

RWCO Construction Company is pleased to write this letter of support and endorsement for the Asian Community Development Corporation as you begin addressing a long-term need in the Chinese community - the creation of affordable housing. We have the utmost confidence that you will be successful in this undertaking and that you will accomplish your goals in a manner that is responsive to the community.

We believe your board has a track record of community service and experience that will serve as a strong foundation for any venture that you undertake. We look forward also to working with you if the opportunity should arise.

Please accept our best wishes for many successes in the future. Your success will mean the community's success.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Richard W. Kay", with a stylized flourish at the end.

B.W.W.L. Associates, Inc.
d/b/a WEGGIE'S PUB
162 LINCOLN STREET
BOSTON, MASSACHUSETTS 02110
(617) 542-7080

May 7, 1980

To the Board of Directors
Asian Community Development Corporation

We are pleased to offer this letter of endorsement to you as you embark on your important undertaking in housing development for the Chinese community. Your Board is exemplar in its talent, commitment and experience and the Chinese community will undoubtedly benefit greatly from your activities.

Please accept our best wishes and our support for your organization. Do not hesitate to call on us if we can be of assistance.

Yours truly,
Robert Chan

12 Weld Hill St.
Jamaica Plain, MA 02130

May 8, 1988

To whom it may concern:

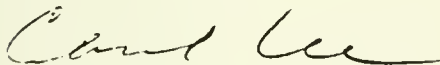
I am writing in strong support of the Asian Community Development Corporation.

I know many of the Board members and have high regard and respect for their expertise and their commitment to the meaningful growth and development of Chinatown. Most of them have a long history in Chinatown which has proven to me and others that they are not only sincere in their efforts, but also successful. I have the utmost confidence in their proposed development efforts and their ability to work with and include residents and other community members in their activities in Chinatown.

I am presently on the Chinatown-South Cove Neighborhood Council as both a member and one of its chairpeople. Myself and other members review development proposals all the time. In comparison, the Asian Community Development Corporation (ACDC) is unique when contrasted to other development teams inside and outside of Chinatown. It is made of Asians who not only live in the area, but also of people who actually have historically participated in community activities and important community struggles as whenever the New England Medical Center and Tufts University attempted to tear down homes and to cause the loss of jobs. Most importantly, I know that they have the commitment to truly include residents and other community members in their work, unlike other developers who do it out of governmental recommendation or political pressure.

I strongly urge you to support the Asian Community Development Corporation and their efforts to develop in Chinatown. I know that they will do quality projects and will truly involve members of the Asian community in their work.

Sincerely,



wong soon noodle, inc.

15 HUDSON STREET • BOSTON, MASS. 02111 • TEL. 482-9173

May 10 1983

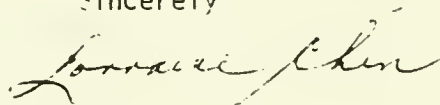
Neil Chin Board of Directors
Asian Community Development Corp.
P.O. Box 8074
Boston Massachusetts 02114

Dear Neil

Thank you for your letter telling me about the Asian Community Development Corporation (ACDC). First of all as a constituent in Chinatown's business community I want you and the Board of Directors to know that you have our full support on the stated goals of ACDC.

Through the years I have seen the dwindling of the community base by eminent domain perceived in the name of progress and encroachment by outside force with little or no thought concerning the welfare of the community. As an individual in the community not much can be done to rectify the injustice done to the community. However under the leadership of ACDC I hope something positive can be done to help the community.

Sincerely

A handwritten signature in cursive script, appearing to read "Lorraine Chin".

Ho Toy Noodle Company

73 ESSEX STREET BOSTON, MA 02111 U.S.A.
TELEPHONE (617) 426-0247

June 5, 1988

Mr. Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

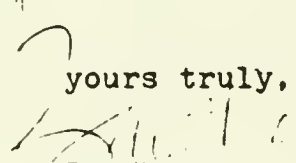
Re: Asian Community Development Corporation
proposal for "R3/R3A parcel

Dear Mr. Farrell:

Our company has been in Chinatown for more than 15 years. Prior to that time we have worked in the same community for at least 10 years. We have seen that many residents have left for the suburbs simply because of lack of housing.

We commend the BRA for helping to correct that situation by allowing development on R3/R3A. We urge you to designate ACDC as the developer because their group is composed of community (or former) professionals. Their integrity is of the highest calibre and their commitment sincere and enduring.

yours truly,


Barry Wong

東 藝 公 司
ORIENTAL GIFT & DESIGN, Inc.

72 Harrison Ave., Boston, MA 02111
Tel. (617) 482-0827

June 6, 1988

Mr. Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
1 City Hall Plaza
Boston, MA 02201

Dear Mr. Farrell:

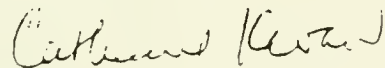
As president of the Oriental Gift & Design, Inc. I am writing to urge that you support the proposal by the Asian Community Development Corporation in their development plans for the "R3/R3A" site.

Just as others in Chinatown I too realize that "ACDC" is a newly formed community development corporation. Rather than looking upon this as a liability I believe that the board members of ACDC should be commended on the move to have another community development corporation in Chinatown to add to a level of healthy competitive spirit for the benefit of our community. My company, for one, applaud the formation of ACDC. With the excellent leadership of ACDC and its outstanding individual board members we are confident that ACDC will be responsive to the needs of an immigrant community that has been neglected for too long.

ACDC's proposal to create over 200 units of housing on this "R3/R3A" site, along with its plans to include building space for community organizations such as the YMCA will address the great need for low income housing and the lack of community space in Chinatown. In addition, ACDC's hiring of Woo & Williams as the principal architectural firm will add much prestige and excellence to its development plans.

On behalf of the Oriental Gift & Design, Inc. I now urge that the BRA designate ACDC as the developer for the above mentioned site. The Chinatown community is the entity that will derive the greatest benefit from this designation.

Sincerely Yours,



Catherine Kwan
President

12 B Castle Court
Boston, MA 02118
(617) 426-8497

June 8, 1988

Mr. Robert Farrell
Chairman, Board of Directors
Boston Redevelopment Authority
Boston, Massachusetts 02201

Dear Mr. Farrell:

After my family moved to Boston's Chinatown in 1958, we were relocated three times in the first ten years due to the Mass. Turnpike Extension and the construction of the new Quincy School. In the 70's, I served on the South Cove YMCA Board of Directors; I was an organizer of the first two August Moon Festivals (1971-2); I helped organize various College and Career Days for Chinatown teens; I produced and directed videotapes for the South Cove Neighborhood Health Center. I became very familiar with all of the players involved in Chinatown- the city, the community organizers and the community organizations- and how they all interacted. Although I have not been active in the last ten years or so, I remain informed.

As a member of the Chinese community, I have witnessed and experienced the vast physical and social changes that have affected Chinatown in the last 30 years. With this background, I feel comfortable in endorsing the Asian Community Development Corporation's proposal for the R3/R3A parcel. Their proposal addresses the multifaceted needs of Chinatown with an attractive multipurpose development. But more importantly, I feel the ACDC has a board with the professional expertise needed, and a board with deep community roots, which will always keep the particular concerns of the community in the forefront. I strongly urge the Boston Redevelopment Authority to accept the ACDC's proposal for R3/R3A.

Sincerely,


Jones Gee

CHENG & TSUI COMPANY

June 9, 1988

Mr. Robert Farrell, Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

Re: Asian Community Development Corporation Proposal for
"R-3/R-3A" Parcel

Dear Mr. Farrell:

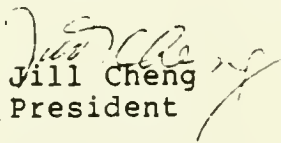
Cheng & Tsui Company is pleased to lend its support to the above proposal.

ACDC's proposal for the "R-3/R-3A" parcel addresses several critical needs in Chinatown: Affordable housing by providing 220 units of housing, primarily for low and moderate income people, and the elderly; a recreational facility by including the South Cove YMCA in the design; transitional housing with the inclusion of single-room occupancy units in the proposal; employment opportunities through its proposed construction training program.

While such a thoughtful proposal is a prerequisite, we believe that a proposal's successful execution ultimately lies in the quality of the people involved. In this respect, the Board of ACDC stands out. It is composed of experienced professionals and community residents who have shown sensitivity to the needs of the Chinatown community and have the respect of those they seek to serve.

We are confident that ACDC will bring about the best possible development package for the location. We urge the BRA to designate ACDC as the developer for the parcel.

Sincerely yours,


Jill Cheng
President

JTC:ms

IMPERIAL TEAHOUSE RESTAURANT

Authentic Chinese Cuisine - Cocktails

70 BEACH STREET

BOSTON, MASSACHUSETTS 02111

TELEPHONE (617) 426-8439

June 12, 1988

Mr. Robert Farrell, Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

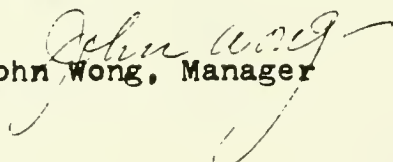
Re: Asian Community Development Corporation
Proposal for "R3/R3A" parcel

Dear Mr. Farrell:

We are writing to you in support of the ACDC group in the development of R3/R3A. Our staff has been working in this community for many years (even long before the founding of this establishment).

During that time, we have met almost all the ACDC members in those years. Even before the formation of ACDC, many of their group were actively involved in community civic activities and instrumental in founding many of today's civic and service organizations in Chinatown. Their past community contributions can hardly be overlooked. With people of such high integrity and concern, we have no hesitation in endorsing the ACDC group as developers of R3/R3A.

Yours truly,


John Wong, Manager

BETGOON
MARIA
WONG

INSURANCE
AGENCY

338 TREMONT STREET
BOSTON, MASSACHUSETTS 02116
TELEPHONE (617) 350-7522

6/13/88

Dear Mr. Farrell,

I am happy to see that the BRA has designated R3/R3A to be developed as housing for the community. The shortage of Affordable Housing Places hardships on the community. I

hope that you designate the ACDC group as developers of R3/R3A. Their group is composed mainly of community professionals (or former residents who have friends and relatives still in the community). Their commitment is sincere and their reputation of the high quality. Their proposal shows what can be achieved by dedicated individuals working in such a short time. Combined with GBCD as consultants and architects Woo and Williams, ACDC will provide vast improvement in the housing and recreational situation in Chinatown

Sincerely,

Joseph Wong

Maria Wong

Joseph Wong
Maria Wong

16 Oxford Street
Boston, Ma 02111

May 27, 1988

Mr. Robert Farrell, Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

Re: Asian Community Development Corporation Proposal
for R3/R3A parcel

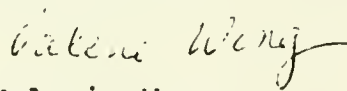
Dear Mr. Farrell,

As a resident of Chinatown, I would like to express my support of the Asian Community Development Corporation (ACDC) for development of the R3/R3A parcel.

I have been in the Boston school system for over 30 years; first as a student in the old Quincy School on Tyler Street and now as an ESL (English as a Second Language) teacher at Charlestown High School. I have seen many residents lose their homes to institutional expansion and the highways. I am glad the BRA will designate this parcel for housing. It should help to alleviate the housing problem in Chinatown.

I fully support the ACDC effort because I know that their group is of the highest integrity, commitment and dedication. In the past many of these same individuals have helped to support Chinatown in hard times. I am confident that they will always maintain its accountability to the community.

Yours truly,


Valerie Wong

915 Watertown Street
West Newton, Massachusetts 02165
27 May 1988

Mr. Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

Re: Asian Community Development Corporation
Proposal for "R-3/R-3A" parcel

Dear Mr. Farrell:

As a concerned Chinatown community member, I would like to go on record in support of the proposal by the Asian Community Development Corporation for the development of the "R-3/R-3A" site in Chinatown.

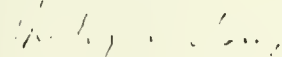
As a long time member of the Chinatown community, I have seen large numbers of families displaced from the community due to urban renewal and institutional expansion in Chinatown. I have also seen the increased demand for affordable housing in Chinatown due to the influx of immigrants from Asia. Parcel "R-3/R-3A" has been vacant for too long. I commend the BRA and the City for taking steps to develop affordable housing on this site.

I can personally testify to the integrity, commitment and dedication of those in the leadership of ACDC in their efforts to better the quality of life for Chinatown residents. I believe that their proposal is an outstanding example of what can be achieved by dedicated community members working for the good of the community. I understand that their proposal will create 220 units of housing in Chinatown, at least two-thirds will benefit low and moderate income people and the elderly, and will include space for the South Cove YMCA, as well as single room occupancy units to be managed by the YMCA. These features will address the need for an attractive recreational space in Chinatown as well as affordable housing.

I urge the BRA to designate ACDC as the developer for this parcel. I am extremely confident that ACDC will produce an outstanding project for Chinatown.

Thank you for your attention and consideration.

Sincerely,


Jeffrey K. Young

cc: Regina Lee, ACDC

May 31, 1988

Mr. Robert Farrell, Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

RE: Asian Community Development Corporation
Proposal for "R3/R3A" parcel

Dear Mr. Farrell:

As an activist in the Asian American community, I am writing in support of the Asian Community Development Corporation's (ACDC) proposal to develop parcel R3/R3A in Chinatown.

Chinatown is the only Asian community in Boston with a land base. It serves as the spiritual, social and cultural center for much of the Asian American community in the greater Boston area. Residents of the surrounding cities as well as from out-of-state use Chinatown as a resource for their businesses and service needs.

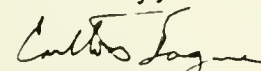
Chinatown is the most densely populated neighborhood in Boston. It is often the first stop for many Asian immigrants seeking to establish themselves in Massachusetts, and a choice of residence of many more people than actually live there. Chinatown is also the home of many elderly who prefer to live within a familiar culture. In addition, Chinatown has one of the lowest per capita incomes in the city. For these reasons, the need for affordable housing in Chinatown is critical.

I have examined the proposal from ACDC and find that it addresses many of the above issues. Of the 220 proposed units, two-thirds of these are designated for low or moderate income persons and its inclusion of single room occupancy units takes into consideration the transitional services of the community. In addition, the integration of the South Cove YMCA provides a much-needed replacement for the present structure, and the proposal to generate employment opportunities through a construction training program offers an attractive alternative to dead end jobs in the restaurant and garment industries.

I have known and worked with many members of ACDC's board and have found them to be competent and capable professionals, committed to the development of the Asian American community. I believe their skills and commitment will readily translate into a project which will serve the needs of the Chinatown community and of which we can all be proud.

I urge the BRA to designate the ACDC as the developer for the R3/R3A parcel.

Sincerely,


Carlton Sagara

[ACDC/SUP]

66 Boylston Street
Boston, Mass. 02116

June 3, 1988

Mr. Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
one City Hall Plaza
Boston, MA 02201

Re: Asian Community Development Corporation (ACDC)

Proposal for R3/R3A parcel

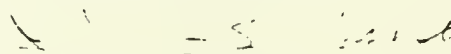
Dear Mr. Farrell,

I work right in Chinatown and live nearby. I know what it means to look for an apartment - it is difficult. I hope that the development R3/R3A will help to ease the housing crisis. I commend your efforts to appoint a developer to build more housing.

The ACDC corporation is composed of many responsible community members of the highest integrity.

Therefore, I do not hesitate to fully support their efforts. Their group is the only development group totally committed to helping the Chinatown community.

Sincerely yours,



Ming S. Yang

4 Johnny Court
Boston, MA 02111
June 4, 1988

Mr. Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

Re: Asian Community Development Corporation
Proposal for R3/R3A parcel

Dear Mr. Farrell:

We have been a long time resident next to the area known as R3/R3A. We are happy to see that good use is finally being made of this land. Chinatown does need more affordable housing.

I therefore hope that the BRA will make ACDC the developer of this property since all the members of ACDC are very responsible and responsive to the needs of the community. Their (ACDC) integrity is of the highest quality.

Yours truly,

Chin Loy Duey

231
249 Harrison Avenue
Boston, Mass. 02111

June 4, 1988

Mr. Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

Re: Asian Community Development Corporation
Proposal for "R3/R3A" parcel

Dear Mr. Farrell,

I have lived in the Castle Square area for many years and recently moved to the present address. It is with much looking and difficulty that I have found the present apartment. I am glad that the BRA is going to designate the R3/R3A parcel for housing.

I fully support the ACDC group as developer of the above mentioned parcel. ACDC was formed because housing needs of the community were not fully addressed. I know that the ACDC group will help tremendously because they are community people committed to helping all who live or work here.

Yours truly,

Shi yan Lee



June 8, 1988

Mr Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

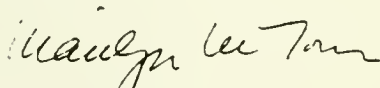
Dear Mr. Farrell,

I highly recommend that Asian Community Development Corporation (ACDC) be designated the developer for the R3-R3A site. In my previous capacity as the Executive Director of the Chinatown-South Cove Neighborhood Council and Asian Liaison for the City of Boston I have worked with the various members of the ACDC board. I have confidence in the collective experience of the Board to develop this project. They also have credibility with the people of the Chinese community and have the necessary insight to create a housing development which is sensitive to the needs and concerns of the community.

I feel that ACDC is best qualified for achieving the objectives of the RFP issued by the BRA, not just in the creation of quality affordable housing in Chinatown, but also in maximizing minority participation in neighborhood development. I also believe that the ACDC board is committed to long term community-based control and ownership of the R3-R3A project.

I would like to commend the Boston Redevelopment Authority for making the site available for housing development. There is a great need for low and moderate housing in Chinatown. Again I would like to reiterate my strong support for ACDC.

Respectfully,


Marilyn Lee Tom

98 Tyler Street
Boston, Ma 02111

June 10, 1988

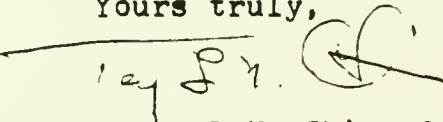
Mr. Robert Farrell, Chairman
Board of Directors
Boston Redevelopment Authority
1 City Hall Plaza
Boston, Ma 02201

Re: Asian Community Development Corporation Proposal
for "R3/R3A" Parcel

Dear Mr. Farrell:

As a professional in the Chinatown community and a former abutter to the R3/R3A parcel, I am very concerned about the development there in the near future. Although the project will create more severely needed houseing, the project should not adversely affect the current residents. Rather, the new development should enhance the present living conditions. Therefore, I feel that the ACDC development team will have a positive impact on the community as a whole. Already, the ACDCgroup is the only group that has held a meeting of all the abutters to explain and answer any questions about the new development. I feel that the ACDC group is very responsible and sensitive to the needs fo the community and strongly support them.

Yours truly,


Terry L.N. Chin, O.D.

31 Oak Street
Boston, MA 02111
(617) 482-8339

June 10, 1988

Mr. Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, Massachusetts 02201

Dear Mr. Farrell:

As a resident of the Chinese Community, I would like to express my strong support of the proposal by the ACDC for development of the "R-3R-3A" Site.

May I take this opportunity to commend the BRA and the city for leading this community to develop affordable housing on this site.

Members of my family and I have been residents of the Chinatown Community since 1927.

For many years I have been active in Chinatown Community work, particularly property management. Therefore, I am most familiar with the housing situation. Due to the influx of immigrants from Asia in recent years, the need for housing has increased tremendously.

It is our fervent hope that the BRA will designate ACDC as the developer for this parcel. We are confident that ACDC will serve the community well. Many of us here have deep roots and with your help, more will join our "community family".

If you have any questions, please do not hesitate to contact me.

Thank you.

Sincerely,


Mabel Chin

MEI LEI WA RESTAURANT
21-23 Edinboro St.
Boston, Mass. 02111

June 10, 1988

Mr. Robert Farrell
Chairman
Board of Directors
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

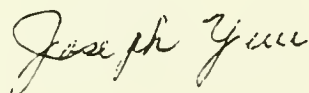
Re: Asian Community Development Corporation
Proposal for R3/R3A parcel

Dear Mr. Farrell:

I am writing to you to support the ACDC development team. Building 220 units of housing and a YMCA is a difficult task. I have confidence that ACDC will succeed with such a project because their members have the support of such professional organizations like GBCD as consultants and Woo and Williams as architects. The ACDC group is mostly composed of professionals from the community (or formerly of the community). The ACDC group has extensive contact with the community. We also want only an organization of the highest integrity to engage in such a project since it will enable the community to realize the full benefits of such a large undertaking.

Sincerely,

Joseph Yuu

A handwritten signature in cursive script that reads "Joseph Yuu".

The following four pages is a petition signed by the abutters of the R3-R3A parcel expressing their support for the Asian Community Development Corporation's development proposal.

Mr. Robert Farrell
Chairman
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA

Dear Mr. Farrell:

We, the undersigned abutters of Parcel "R-3/R-3A", urge you to designate the Asian Community Development Corporation as the developer for this parcel.

Having had the opportunity to review and evaluate ACDC's plan for the "R-3/R-3A" site, we believe that the proposal will create a development in Chinatown which is attractive and consistent with the character of the surrounding neighborhood, and reinforces Chinatown's cultural identity.

We believe that the Board of ACDC has the integrity, commitment and competence to successfully complete this project.

Thank you.

我們以下簽名及居住於 R-3/R-3A 區土地的居民，方。請代表
你提亞州社區發展委員會為此項土地發展計畫的代表人。

我們曾經詳細查閱過及鑑定過 亞州社區發展會的 R-3/R-3A
土地發展計畫。我們認為它向此項發展計畫將會創造一個更
美、更有人氣、更有人情味的社區。它不僅強調中國文化
傳統，同時能符合鄰近居民環境。

我們同意以上所言，亞州發展委員會一向堅誠的語言和
熱心，這項發展計畫一定能夠很成功地完成。

NAME

ADDRESS

Robert Chin	35 CARK ST BOSTON MA 02111
Heaven Li Ch	444 Cedar Street Boston MA 02111
Neil Chin	229 Harrison Ave. Boston, Mass.
Wing Ching Wang	35 Harrison Ave. Boston MA 02111
Wing Ching Wang	35 Harrison Ave. Boston MA 02111

NAME

ADDRESS

Handy Eng 325 Harrison Ave Boston

Paul Eng 42nd St. Bklyn

Laurence Eng " " "

Chia Lee 215 Harrison Ave Boston

John Lee Eng " " "

Shao Shi Chen 211 Harrison St.

Joseph M Brouwer 211 Harrison Ave.

Will Alkelt 211 Harrison Ave 02111

Joe Chen 33 Oak St. Boston 02111

Lee Hock Eng Lee 33 OAK ST 02111

Ben Lee Eng 21 Oak St. Boston 02111

Marc May 21 Oak St Boston 02111

Mabel Chen 31 Oak St Boston Mass 02111

Fook Sun Leung 33 OAK ST. Boston MA 02111

Mr. Robert Farrell
Chairman
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA

Dear Mr. Farrell:

We, the undersigned abutters of Parcel "R-3/R-3A", urge you to designate the Asian Community Development Corporation as the developer for this parcel.

Having had the opportunity to review and evaluate ACDC's plan for the "R-3/R-3A" site, we believe that the proposal will create a development in Chinatown which is attractive and consistent with the character of the surrounding neighborhood, and reinforces Chinatown's cultural identity.

We believe that the Board of ACDC has the integrity, commitment and competence to successfully complete this project.

Thank you.

我們以下簽名之居民，位於附近，地帶居民，均請求
你將此土地，西面之土地，由地帶居民所佔有。

我們曾對該地帶之發展，在該地帶發展會之中心
土地，曾對該地帶之發展，我們認為，此項發展，將會創造一個文化
中心，以吸引，中國之居民，向該地帶發展，將會強調中國文化
之特色，而同時，亦會保留該地帶之特色。

我們，以下簽名之居民，均請求，你將此土地，由地帶居民所佔有。

NAME 姓名

ADDRESS 地址

Mr. Wen Yang, 1000 Court St, Boston, MA 02111
Chen Y. Tse, 1000 Court St, Boston, MA 02111
S. M. Lee, 1000 Court St, Boston, MA 02111
F. M. Lee, 1000 Court St, Boston, MA 02111
L. M. Lee, 1000 Court St, Boston, MA 02111
Y. M. Lee, 1000 Court St, Boston, MA 02111
K. M. Lee, 1000 Court St, Boston, MA 02111

NAME _____

ADDRESS

NAME _____ ADDRESS _____

Page 100 - 11. 24. 11. 11.

Feb 13/91 24 no more to 5

56. *Neocera* 24. *Hydrobia* 1. *Hydrobia* 1. *Hydrobia* 1.

**Redeveloper's Statement and
Public Disclosure Forms**

發展者聲明書及公開佈告表格

PART I

HUC-604
(9-89)REDEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE¹

REDEVELOPER AND LAND

1. a. Name of Redeveloper: Asian Community Development Corporation
b. Address and ZIP Code of Redeveloper: 360-B Tremont Street
Boston, MA 02112
c. IRS Number of Redeveloper: 04-298-8263
2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to the purchase or lease of land from
Boston Redevelopment Authority
(Name of Local Public Agency)
is Chinatown
(Name of Urban Renewal or Redevelopment Project Area)
in the City of Boston, State of Massachusetts
is described as follows²
BRA parcel "R-3/R-3A"

3. If the Redeveloper is not an individual doing business under his own name, the Redeveloper has the status indicated below and is organized or operating under the laws of Massachusetts

- ☐ A corporation.
☒ A nonprofit or charitable institution or corporation.
☐ A partnership known as
☐ A business association or a joint venture known as
☐ A Federal, State, or local government or instrumentality thereof.
☐ Other (explain)

4. If the Redeveloper is not an individual or a government agency or instrumentality, give date of organization
May 29, 1987
5. Names, addresses, title of position (if any), and nature and extent of the interest of the officers and principal member shareholders, and investors of the Redeveloper, other than a government agency or instrumentality, are set forth as follows:

space on this form is inadequate for any requested information, it should be furnished on an attached page which is referred under the appropriate numbered item on the form.
under the appropriate numbered item on the form.
by convenient means of identifying the land (such as block and lot numbers or street boundaries) is sufficient. A description by metes and bounds or other technical description is acceptable, but not required.

- a. If the Redeveloper is a corporation, the officers, directors or trustees, and each stockholder owning more than 10% of any class of stock¹
- b. If the Redeveloper is a nonprofit or charitable institution or corporation, the members who constitute the board of trustees or board of directors or similar governing body.
- c. If the Redeveloper is a partnership, each partner, whether a general or limited partner, and either the percent of interest or a description of the character and extent of interest.
- d. If the Redeveloper is a business association or a joint venture, each participant and either the percent of interest or a description of the character and extent of interest.
- e. If the Redeveloper is some other entity, the officers, the members of the governing body, and each person having an interest of more than 10%.

NAME, ADDRESS, AND ZIP CODE

POSITION TITLE (if any) AND PERCENT OF INTEREST OR
DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST

See attached "Board of Directors" list

6. Name, address, and nature and extent of interest of each person or entity (not named in response to Item 5) who has a beneficial interest in any of the shareholders or investors named in response to Item 5 which gives such person or entity more than a computed 10% interest in the Redeveloper (for example, more than 20% of the stock in a corporation which holds 50% of the stock of the Redeveloper; or more than 50% of the stock in a corporation which holds 20% of the stock of the Redeveloper):

NAME, ADDRESS, AND ZIP CODE

DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST

N/A

7. Names (if not given above) of officers and directors or trustees of any corporation or firm listed under Item 5 or Item 6 above:

N/A

8. RESIDENTIAL REDEVELOPMENT OR REHABILITATION

(The Redeveloper is to furnish the following information, but only if land is to be redeveloped or rehabilitated in whole or in part for residential purposes.)

¹ If a corporation is required to file periodic reports with the Federal Securities and Exchange Commission under Section 13 of the Securities Exchange Act of 1934, no state shall require Item 5. In such case, the information referred to in Item 5 shall be Item 5 and 7 is not required to be furnished.

1. State the Redeveloper's estimates, exclusive of payment for the land, for:

- | | | |
|---|----|------------------|
| a. Total cost of any residential redevelopment. | \$ | See Section 4 |
| b. Cost per dwelling unit of any residential redevelopment. | \$ | (Financial Plan) |
| c. Total cost of any residential rehabilitation | \$ | of Development |
| d. Cost per dwelling unit of any residential rehabilitation | \$ | Proposal |

2. a. State the Redeveloper's estimate of the average monthly rental (if to be rented) or average sale price (if to be sold) for each type and size of dwelling unit involved in such redevelopment or rehabilitation:

TYPE AND SIZE OF DWELLING UNIT	ESTIMATED AVERAGE MONTHLY RENTAL			ESTIMATED AVERAGE SALE PRICE
	\$			\$
I. Elderly Housing				
0-BR				790
1-BR				958
II. Mixed Income/Multifamily	Low	Mod	Market	
1-BR	708	602	688	
2-BR	835	722	825	
3-BR	1,043	852	990	
4-BR	1,168	928	1,100	
				439
III. SRO				

b. State the utilities and parking facilities, if any, included in the foregoing estimates of rentals:

c. State equipment, such as refrigerators, washing machines, air conditioners, if any, included in the foregoing estimates of sales prices:

CERTIFICATION

I (We) Jacquie L. Kay
 certify that this Redeveloper's Statement for Public Disclosure is true and correct to the best of my (our) knowledge and belief.

Dated: June 9, 1988

Dated: _____

Jacquie L. Kay
 Signature
 President

 Signature

159 Hancock Street
Cambridge, MA 02139
 Address and ZIP Code

 Address and ZIP Code

If the Redeveloper is an individual, this statement should be signed by such individual; if a partnership, by one of the partners; if a corporation or other entity, by one of its chief officers having knowledge of the facts required by this statement.
 Penalty for False Certification: Section 1001, Title 18, of the U.S. Code, provides a fine of not more than \$10,000 or imprisonment of not more than five years, or both, for knowingly and willfully making or using any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry in a matter within the jurisdiction of any Department or the United States.

DISCLOSURE STATEMENT CONCERNING BENEFICIAL INTEREST
REQUIRED BY SECTION 40J OF CHAPTER 7 OF THE GENERAL LAWS

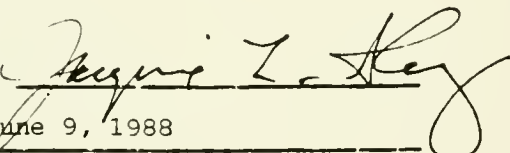
- (1) Location: BRA parcel "R-3/R-3A"
- (2) Grantor or Lessor: Boston Redevelopment Authority
- (3) Grantee or Lessee: Asian Community Development Corporation
- (4) I hereby state, under the penalties of perjury, that the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in the above listed property are listed below in compliance with the provisions of Section 40J of Chapter 7 of the General Laws (see attached Statute).

NAME AND RESIDENCE OF ALL PERSONS WITH SAID BENEFICIAL INTEREST:

None

- (5) The undersigned also acknowledges and states that none of the above listed individuals is an official elected to public office in the Commonwealth of Massachusetts, nor is an employee of the State Department of Capitol Planning and Operations.

SIGNED under the penalties of perjury.

Signed: 

Date: June 9, 1988

§ 40J. Disclosure statements of persons having beneficial interest in real property

No agreement to rent or to sell real property to or to rent or purchase real property from a public agency, and no renewal or extension of such agreement, shall be valid and no payment shall be made to the lessor or seller of such property unless a statement, signed, under the penalties of perjury, has been filed by the lessor, lessee, seller or purchaser, and in the case of a corporation by a duly authorized officer thereof giving the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in said property with the deputy commissioner of capital planning and operation. The provisions of this section shall not apply to any stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation.

A disclosure statement shall also be made in writing, under penalty of perjury, during the term of a rental agreement in case of any change of interest in such property, as provided for above, within thirty days of such change.

Any official elected to public office in the commonwealth, or any employee of the division of capital planning and operations disclosing beneficial interest in real property pursuant to this section, shall identify his/her position as part of the disclosure statement. The deputy commissioner shall notify the state ethics commission of such names, and shall make copies of any and all disclosure statements received available to the state ethics commission upon request.

The deputy commissioner shall keep a copy of each disclosure statement received available for public inspection during regular business hours.

Added by St.1980, c. 579, § 12.

1988 Amendment. St.1980, c. 579, § 12, was approved July 16, 1980, and by § 66 made effective July 1, 1981.

See, also, note under § 39A of this chapter.

Library References

States — 39.

C.J.S. §§ 145, 149, 150.

NON-DISCRIMINATION AND AFFIRMATIVE MARKETING PLAN
APPROVAL STATEMENT

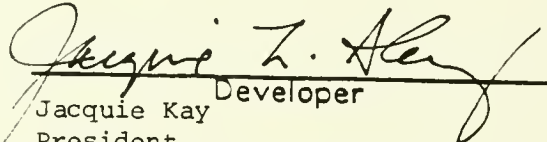
As a condition of receiving BRA-controlled funds, land or other benefits, I, Asian Community Development Corporation agree not to discriminate or permit discrimination, upon the basis of race, color, religious creed, marital status, sex, age, ancestry, sexual preference, military status, handicap, children, national origin, or source of income in the sale, rental, or use and occupancy of the property located at BRA parcel "R-3/R-3A"

Furthermore, I agree to comply with the City's Affirmative Marketing policy, and to maintain a record of all newspaper ads, outreach letters, translations, leaflets, and any other outreach efforts undertaken in relation to the Affirmative Marketing Plan as approved. These records will be available for review upon request by BRA prior to tenant/buyer selection.

I understand that I shall be able to proceed with completion of my project upon completion and determination of compliance of every step outlined in the attached Affirmative Marketing Plan. Compliance with the Affirmative Marketing Plan shall be determined by BRA. Tenant/buyer selection cannot occur until BRA has determined compliance. If I have not adequately complied with the City-approved plan, I may be required to conduct additional outreach or marketing efforts as determined by BRA and BFHC prior to rent up or sale.

June 9, 1988

Date


Jacquie Kay
President

Developer

We concur that the materials submitted in relation to the above development constitute an acceptable Affirmative Marketing Plan and that one developer may proceed to its completion provided that s/he complies with all steps outlined. The Boston Redevelopment Authority shall be responsible for monitoring and shall confer with Boston Fair Housing Commission in determination relative to compliance.

Date

Boston Fair Housing Commission

Date

Boston Redevelopment Authority

APPENDIX

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DEVELOPMENT PROPOSAL
for the site of
Parcel R-3/R-3A Boston, MA

Submitted by
ASIAN COMMUNITY DEVELOPMENT CORPORATION

June 14, 1988

APPENDIX

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1. ASIAN COMMUNITY DEVELOPMENT CORPORATION
 - A. Form 1023 Application for Section 510(c)(3) Status
 - B. Board of Directors Resumes
 - C. Staff Resumes
 - D. Job Description of Outreach Specialist
 - E. Membership List
2. GREATER BOSTON COMMUNITY DEVELOPMENT, INC.
 - A. Corporate Brochure
 - B. Resumes of Development Consultant Team
3. WOO & WILLIAMS
 - A. SOMBA Minority Business Enterprise Certification
 - B. Summary of Recent Housing Experience
 - C. Resumes of Design Team
4. GOODWIN, PROCTER & HOAR
 - A. Corporate Resume
5. SOUTH COVE YMCA DEVELOPMENT PACKET FOR R-3/R-3A

Form 1023 Application for Section 510(c)(3) Status

Form

1023

(Rev. March 1986)

Department of the Treasury
Internal Revenue Service**Application for Recognition of Exemption
Under Section 501(c)(3) of the Internal Revenue Code****For Paperwork Reduction Act Notice, see page 1 of the instructions.**OMB No. 1545-0056
Expires 3-31-89To be filed in the key district
for the area in which the
organization has its principal
office or place of business

This application, when properly completed, constitutes the notice required under section 508(a) of the Internal Revenue Code so that an applicant may be treated as described in section 501(c)(3) of the Code, and the notice required under section 508(b) for an organization claiming not to be a private foundation within the meaning of section 509(a). (Read the instructions for each part carefully before making any entries.) If required information, a conformed copy of the organizing and operational documents, or financial data are not furnished, the application will not be considered on its merits and the organization will be notified accordingly. Do not file this application if the applicant has no organizing instrument (see Part II).

Part I Identification

- 1 Full name of organization
Asian Community Development Corporation
- 2 Employer identification number
(If none, see instructions)
04-2988263
- 3a Address (number and street)
Post Office Box 8074
- 3b City or town, state, and ZIP code
Boston, MA 02114
- 4 Name and telephone number of person to be contacted
Stephen G. Lioce (617) 570-1556
- 5 Month the annual accounting period ends
December
- 6 Date incorporated or formed
May 29, 1987
- 7 Activity codes
381 400 566
- 8 Has the organization filed Federal income tax returns or exempt organization information returns? ☐ Yes ☒ No
If "Yes," state the form number(s), years filed, and Internal Revenue office where filed.

Part II Type of Entity and Organizational Document (see instructions)

Check the applicable entity box below and attach a conformed copy of the organization's organizing document and bylaws as indicated for each entity.

- ☒ Corporation—Articles of incorporation and bylaws. ☐ Trust—Trust indenture. ☐ Other—Constitution or articles of association and bylaws.

Part III Activities and Operational Information

- 1 What are or will be the organization's sources of financial support? List in order of size.

- a) City grants
b) State grants
c) Foundations
d) Development fees
e) Contributions from individuals

The corporation will submit proposals for specific grants from governmental and publicly-supported organizations that have special interests in urban renewal and neighborhood development. These organizations include but are not limited to the City of Boston and its agencies, agencies of or connected with the Commonwealth of Massachusetts, the Boston Foundation and the Community Economic Development Assistance Corporation.

- 2 Describe the organization's fund-raising program, both actual and planned, and explain to what extent it has been put into effect. (Include details of fund-raising activities such as selective mailings, formation of fund-raising committees, use of professional fund raisers, etc.) Attach representative copies of solicitations for financial support.

A.C.D.C. will seek funding from governmental sources such as the Executive Office of Community Development and the Community Economic Development Assistance Corporation as well as from area foundations and corporations. This will continue to be the pattern of support. There have been no mailings/solicitations. Individual members of the A.C.D.C. Board have committed their own resources to hire a consultant who will assist A.C.D.C. raise funds.

I declare under the penalties of perjury that I am authorized to sign this application on behalf of the above organization and I have examined this application, including the accompanying statements, and to the best of my knowledge it is true, correct, and complete.

Gregory L. Hays
(Signature)

PRESIDENT
(Title or authority of signer)

April 25, 1988
Date

Part III Activities and Operational Information (Continued)

Give a detailed narrative description of the organization's past, present, and proposed future activities, and the purposes for which it was formed. The narrative should identify the specific benefits, services, or products the organization has provided or will provide. If the organization is not fully operational, explain what stage of development its activities have reached, what further steps remain for it to become fully operational, and when such further steps will take place. (Do not state the purposes and activities of the organization in general terms or repeat the language of the organizational documents.) If the organization is a school, hospital, or medical research organization, include enough information in your description to clearly show that the organization meets the definition of that particular activity that is contained in the instructions for Part VI-A.

See Attachment A.

The membership of the organization's governing body is:

a Names, addresses, and titles of officers, directors, trustees, etc.

See Attachment B.

b Annual compensation

None of the Officers or Directors receive compensation to serve in these capacities.

Part III Activities and Operational Information (Continued)

- 4 c** Do any of the above persons serve as members of the governing body by reason of being public officials or being appointed by public officials? ☐ Yes ☒ No
If "Yes," name those persons and explain the basis of their selection or appointment.
- d** Are any members of the organization's governing body "disqualified persons" with respect to the organization (other than by reason of being a member of the governing body) or do any of the members have either a business or family relationship with "disqualified persons?" (See the Specific Instructions for line 4d.) ☐ Yes ☒ No
If "Yes," explain.
- e** Have any members of the organization's governing body assigned income or assets to the organization, or is it anticipated that any current or future member of the governing body will assign income or assets to the organization? ☐ Yes ☒ No
If "Yes," attach a complete explanation stating which applies and including copies of any assignments plus a list of items assigned.
- 5** Does the organization control or is it controlled by any other organization? ☐ Yes ☒ No
Is the organization the outgrowth of another organization, or does it have a special relationship to another organization by reason of interlocking directorates or other factors? ☐ Yes ☒ No
If either of these questions is answered "Yes," explain.
- 6** Is the organization financially accountable to any other organization? ☐ Yes ☒ No
If "Yes," explain and identify the other organization. Include details concerning accountability or attach copies of reports if any have been submitted.
- 7 a** What assets does the organization have that are used in the performance of its exempt function? (Do not include property producing investment income.) If any assets are not fully operational, explain their status, what additional steps remain to be completed, and when such final steps will be taken.
None
- b** To what extent have you used, or do you plan to use, contributions as an endowment fund, i.e., hold contributions to produce income for the support of your exempt activities?
None
- 8** Will any of the organization's facilities be managed by another organization or individual under a contractual agreement? ☐ Yes ☒ No
If "Yes," attach a copy of each contract and explain the relationship between the applicant and each of the other parties.

Part III Activities and Operational Information (Continued)

- 9 a Have the recipients been required or will they be required to pay for the organization's benefits, services, or products? ☐ Yes ☒ No
If "Yes," explain and show how the charges are determined.
- b Does or will the organization limit its benefits, services, or products to specific classes of individuals? ☒ Yes ☐ No
If "Yes," explain how the recipients or beneficiaries are or will be selected. The organization's activities will focus on Precincts 7 and 8 of Ward 3 and Precincts 1 and 2 of Ward 8 of the City of Boston and areas surrounding the precincts.
- 10 Is the organization a membership organization? ☒ Yes ☐ No
If "Yes," complete the following:
- a Describe the organization's membership requirements and attach a schedule of membership fees and dues.
See Attachments C and D.
- b Describe your present and proposed efforts to attract members, and attach a copy of any descriptive literature or promotional material used for this purpose.
New members are attracted through individual solicitations conducted with printed promotional material. See Attachment E.
- c Are benefits, services, or products limited to members? ☐ Yes ☒ No
If "No," explain:
A.C.D.C. expects its activities will benefit the entire community.
- 11 Does or will the organization engage in activities tending to influence legislation or intervene in any way in political campaigns? ☐ Yes ☒ No
If "Yes," explain. (Note: You may wish to file Form 5768, Election/Revocation of Election by an Eligible Section 501(c)(3) Organization to Make Expenditures to Influence Legislation.)
- 12 Does the organization have a pension plan for employees? ☐ Yes ☒ No
- 13 a Are you filing Form 1023 within 15 months from the end of the month in which you were created or formed as required by section 508(a) and the related regulations? (See General Instructions.). ☒ Yes ☐ No
- b If you answer "No," to 13a and you claim that you fit an exception to the notice requirements under section 508(a), attach an explanation of your basis for the claimed exception.
- c If you answer "No," to 13a and section 508(a) does apply to you, you may be eligible for relief under regulations section 1.9100 from the application of section 508(a). Do you wish to request relief? ☐ Yes ☐ No
- d If you answer "Yes," to 13c, attach a detailed statement that satisfies the requirements of Rev. Proc. 79-63.
- e If you answer "No," to both 13a and 13c and section 508(a) does apply to you, your qualification as a section 501(c)(3) organization can be recognized only from the date this application is filed with your key District Director. Therefore, do you want us to consider your application as a request for recognition of exemption as a section 501(c)(3) organization from the date the application is received and not retroactively to the date you were formed (see instructions)? ☐ Yes ☐ No

Part IV Statement as to Private Foundation Status (see instructions)

- 1 Is the organization a private foundation? ☐ Yes ☒ No
- 2 If you answer "Yes," to question 1 and the organization claims to be a private operating foundation, check here ☐ and complete Part VII.
- 3 If you answer "No," to question 1, indicate the type of ruling you are requesting regarding the organization's status under section 509 by checking the box(es) below that apply:
- a Definitive ruling under section 509(a)(1), (2), (3), or (4) ☐ Complete Part VI.
- b Advance ruling under ☐ sections 509(a)(1) and 170(b)(1)(A)(vi) or ☐ section 509(a)(2)—see instructions.
- (Note: If you want an advance ruling, you must complete and attach two Forms 872-C to the application.)

Part V Financial Data

Statement of Support, Revenue, and Expenses for the period beginning January 1, 19 88, **and ending** December 31, 19 88.

Note: Complete the financial statements for the current year and for each of the three years immediately before it. If in existence less than four years, complete the statements for each year in existence. If in existence less than one year, also provide proposed budgets for the two years following the current year.

Support and Revenue	1	Gross contributions, gifts, grants, and similar amounts received	projected grants ¹	1	135,000
	2	Gross dues and assessments of members	estimate	2	1,000
	3 a	Gross amounts derived from activities related to organization's exempt purpose (attach schedule)	0		
	b	Minus cost of sales	0	3c	0
	4 a	Gross amounts from unrelated business activities (attach schedule)			
	b	Minus cost of sales		4c	0
	5 a	Gross amount received from sale of assets, excluding inventory items (attach schedule)			
	b	Minus cost or other basis and sales expenses of assets sold		5c	0
6	Investment income (see instructions)		6	0	
7	Other revenue (attach schedule)		7	0	
8	Total support and revenue		8	136,000	
Expenses	9	Fundraising expenses		9	0
	10	Contributions, gifts, grants, and similar amounts paid (attach schedule)		10	0
	11	Disbursements to or for benefit of members (attach schedule)		11	0
	12	Compensation of officers, directors, and trustees (attach schedule)		12	0
	13	Other salaries and wages		13	100,800
	14	Interest		14	
	15	Rent		15	20,000
	16	Depreciation and depletion		16	
	17	Other (attach schedule)		17	14,000
	18	Total expenses		18	134,000
	19	Excess of support and revenue over expenses (line 8 minus line 18)		19	1,200

Balance Sheet

(at the end of the period shown above)

Assets

20	Cash: a Interest bearing accounts	20a	1,200
	b Other	20b	0
21	Accounts receivable, net	21	0
22	Inventories	22	0
23	Bonds and notes (attach schedule)	23	0
24	Corporate stocks (attach schedule)	24	0
25	Mortgage loans (attach schedule)	25	0
26	Other investments (attach schedule)	26	0
27	Depreciable and depletable assets (attach schedule)	27	0
28	Land	28	0
29	Other assets (attach schedule)	29	0
30	Total assets.	30	1,200

Liabilities

31	Accounts payable	31	0
32	Contributions, gifts, grants, etc., payable	32	0
33	Mortgages and notes payable (attach schedule)	33	0
34	Other liabilities (attach schedule)	34	0
35	Total liabilities.	35	0

Fund Balances or Net Worth

36	Total fund balances or net worth	36	1,200
37	Total liabilities and fund balances or net worth (line 35 plus line 36)	37	1,200

If there has been any substantial change in any aspect of your financial activities since the period shown above ended, check the box ☐ and attach a detailed explanation.

The organization anticipates receiving a grant of \$45,000 from a private foundation, a Code section 501(c)(3) organization. Other grants from qualifying public and governmental sources are anticipated sufficient to cover expenses and to enable the organization to meet the public support test.

Part V Financial Data

Statement of Support, Revenue, and Expenses for the period beginning January 1, 19 89, and ending December 31, 19 89.

Note: Complete the financial statements for the current year and for each of the three years immediately before it. If in existence less than four years, complete the statements for each year in existence. If in existence less than one year, also provide proposed budgets for the two years following the current year.

Support and Revenue	1	Gross contributions, gifts, grants, and similar amounts received	1	135,000
	2	Gross dues and assessments of members	2	1,000
	3 a	Gross amounts derived from activities related to organization's exempt purpose (attach schedule)	3c	0
	b	Minus cost of sales		
	4 a	Gross amounts from unrelated business activities (attach schedule)	4c	0
	b	Minus cost of sales		
	5 a	Gross amount received from sale of assets, excluding inventory items (attach schedule)	5c	0
	b	Minus cost or other basis and sales expenses of assets sold		
6	Investment income (see instructions)	6	0	
7	Other revenue (attach schedule)	7	0	
8	Total support and revenue	8	136,000	
Expenses	9	Fundraising expenses	9	0
	10	Contributions, gifts, grants, and similar amounts paid (attach schedule)	10	0
	11	Disbursements to or for benefit of members (attach schedule)	11	0
	12	Compensation of officers, directors, and trustees (attach schedule)	12	0
	13	Other salaries and wages	13	100,800
	14	Interest	14	0
	15	Rent	15	20,000
	16	Depreciation and depletion	16	0
	17	Other (attach schedule)	17	14,000
	18	Total expenses	18	134,800
	19	Excess of support and revenue over expenses (line 8 minus line 18)	19	1,200

Balance Sheet

(at the end of the period shown above)

Assets		20a	1,200
20	Cash: a Interest bearing accounts.	20b	0
	b Other	21	0
21	Accounts receivable, net	22	0
22	Inventories	23	0
23	Bonds and notes (attach schedule)	24	0
24	Corporate stocks (attach schedule)	25	0
25	Mortgage loans (attach schedule)	26	0
26	Other investments (attach schedule)	27	0
27	Depreciable and depletable assets (attach schedule)	28	0
28	Land	29	0
29	Other assets (attach schedule)	30	1,200
30	Total assets.		
Liabilities		31	0
31	Accounts payable	32	0
32	Contributions, gifts, grants, etc., payable	33	0
33	Mortgages and notes payable (attach schedule)	34	0
34	Other liabilities (attach schedule)	35	0
35	Total liabilities.		
Fund Balances or Net Worth		36	1,200
36	Total fund balances or net worth	37	1,200
37	Total liabilities and fund balances or net worth (line 35 plus line 36)		

If there has been any substantial change in any aspect of your financial activities since the period shown above ended, check the box and attach a detailed explanation.

Part V Financial Data

Statement of Support, Revenue, and Expenses for the period beginning January 1, 19 90, and ending December 31, 19 90.

Note: Complete the financial statements for the current year and for each of the three years immediately before it. If in existence less than four years, complete the statements for each year in existence. If in existence less than one year, also provide proposed budgets for the two years following the current year.

Support and Revenue	1	Gross contributions, gifts, grants, and similar amounts received	1	135,000
	2	Gross dues and assessments of members	2	1,000
	3 a	Gross amounts derived from activities related to organization's exempt purpose (attach schedule)		0
	b	Minus cost of sales	3c	
	4 a	Gross amounts from unrelated business activities (attach schedule)		0
	b	Minus cost of sales	4c	0
	5 a	Gross amount received from sale of assets, excluding inventory items (attach schedule)		0
	b	Minus cost or other basis and sales expenses of assets sold	5c	0
6	Investment income (see instructions)	6	0	
7	Other revenue (attach schedule)	7	0	
8	Total support and revenue	8	136,000	
Expenses	9	Fundraising expenses	9	0
	10	Contributions, gifts, grants, and similar amounts paid (attach schedule)	10	0
	11	Disbursements to or for benefit of members (attach schedule)	11	0
	12	Compensation of officers, directors, and trustees (attach schedule)	12	0
	13	Other salaries and wages	13	100,800
	14	Interest	14	0
	15	Rent	15	20,000
	16	Depreciation and depletion	16	0
	17	Other (attach schedule)	17	14,000
	18	Total expenses	18	134,800
	19	Excess of support and revenue over expenses (line 8 minus line 18)	19	1,200

Balance Sheet

(at the end of the period shown above)

Assets		
20	Cash: a Interest bearing accounts	20a 1,200
	b Other	20b 0
21	Accounts receivable, net	21 0
22	Inventories	22 0
23	Bonds and notes (attach schedule)	23 0
24	Corporate stocks (attach schedule)	24 0
25	Mortgage loans (attach schedule)	25 0
26	Other investments (attach schedule)	26 0
27	Depreciable and depletable assets (attach schedule)	27 0
28	Land	28 0
29	Other assets (attach schedule)	29 0
30	Total assets	30 1,200
Liabilities		
31	Accounts payable	31 0
32	Contributions, gifts, grants, etc., payable	32 0
33	Mortgages and notes payable (attach schedule)	33 0
34	Other liabilities (attach schedule)	34 0
35	Total liabilities	35 1,200
Fund Balances or Net Worth		
36	Total fund balances or net worth	36 1,200
37	Total liabilities and fund balances or net worth (line 35 plus line 36)	37 1,200

If there has been any substantial change in any aspect of your financial activities since the period shown above ended, check the box and attach a detailed explanation.

ATTACHMENT A

Form 1023 April 15, 1988
Asian Community Development Corporation
P.O. Box 8074
Boston, MA 02114
04-2988263

Part III, 3 -

A.C.D.C. is a non-profit community development corporation organized for the purposes of promoting economic development and improving social welfare of the Asian American Community in Greater Boston. A.C.D.C. recognizes the need to increase the size of affordable housing in Boston's Chinatown and to develop strategies to revitalize Chinatown's economic base while improving the quality of life for its residents. In order to achieve these goals A.C.D.C. is engaged in the following specific activities:

(1) To target the production of affordable housing units in Chinatown.

The Boston Redevelopment Authority has produced the Chinatown Housing Improvement plan, which if realized, will produce 300 to 500 units of housing on four publicly-owned sites in Chinatown. The largest and best located site is known as the "R3R3A" parcel. This site, bounded by Oak, Washington and Marginal Streets near the Turnpike Extension, is located in the heart of Chinatown's residential district. The site borders Tai Tung Village and Mass Pike Towers, and is directly across the street from the South Cove Neighborhood Health Center, the Quincy School, and the Quincy School Community Council. Approximately 100,000 square feet in size, "R3R3A" represents the major opportunity to create a substantial number of affordable housing units in Chinatown. It is estimated that between 200 to 330 units of housing can be produced on this site, depending on design and financing.

BRA published a Request for Proposals (RFP) for the site in early 1988. Tentative designation of a developer may be made in mid-July for the "R3R3A" site. ACDC is seeking funding for this project in order to respond to the Request for Proposal (RFP). ACDC plans to hire architectural, legal and development consultants to assist the Board and staff in responding to the RFP. During the RFP stage, ACDC will make the necessary submissions to the BRA, put together the development team, and if appropriate, identify an experienced housing developer who can potentially act as a joint-venturer or partner in this project. ACDC will also conduct an extensive outreach effort in order to seek broad-based community support for this initiative.

If ACDC is successful in obtaining tentative developer designation, it will proceed to complete other predevelopment activities, such as securing construction and permanent financing for the project, contracting for architectural, engineering and construction services, and conducting community design reviews. Funding for completion of predevelopment activities may be available from monies targeted for "R3R3A" from the Bedford/Kingston-Parcel 18 project. ACDC will also insure that Chinatown has widest input during the entire planning phase, so that the final project will be truly accountable to the community.

There are other sites left for development in the Chinatown core after "R3R3A". Funding this "R3R3A" initiative will allow ACDC to develop a track record in housing production so that it will be in a stronger position in the future to undertake other housing projects in Chinatown.

(2) To develop a workplan for ACDC which would be responsive to the Chinatown Community Plan.

The Chinatown/South Cove Neighborhood Council and the Boston Redevelopment Authority (BRA) are working together to develop a broad-based community plan for Chinatown. This plan will enable the community to take a proactive position in advancing issues critical to the neighborhood, such as housing conditions, business developments and employment, community services, recreation facilities, and open space. A draft plan has been produced after extensive community debate, and is now being discussed by the Neighborhood Council. A final plan will be published in July 1988, after further community review and evaluation. The final plan will serve as the tool to shape the future life for its residents.

After the plan's publication in July 1988, ACDC will carefully study its recommendations, and will identify projects or strategies which may be appropriate for ACDC to undertake. This process will enable ACDC to develop its own workplan for future activities. Resources from the Bedford/Kingston-Parcel 18 project may also be available to support other non-housing activities in the community.

(3) To insure ACDC's accessibility and accountability to the Chinatown community through a program of extensive outreach and education.

The current board membership of ACDC is composed of members with extensive experience in many different community-based organizations in Chinatown. Based on prior experiences, the ACDC board is firmly committed to the principle of creating an organization that is completely accessible and accountable to

its constituents and to the larger Asian community. Commitment to this principle will insure ACDC's success by generating broad-based support for its activities. Moreover, an accountable and accessible organization will encourage more community activism among its members and its constituents, thus enhancing Chinatown's leadership capabilities.

During the project year, ACDC plans to carry out a regular outreach and educational program to recruit organizational members, to inform the community-at-large of its activities, and to seek the widest possible input from all sectors of Chinatown. ACDC plans to make extensive use of community media as well as formal and informal networks in Chinatown to achieve this objective.

(4) To staff ACDC and start-up its office.

Since its beginning in May 1987, the Board of ACDC has developed the concept of this organization, and has identified its objectives and activities. It is now seeking funding to start-up an office to be located in Chinatown, and to hire staff to carry out its programs. ACDC plans to hire an Executive Director and a Project Coordinator/Outreach Specialist. Consultants will be hired to implement the housing initiative .

ATTACHMENT B

Form 1023 April 15, 1988
Asian Community Development Corporation
P.O. Box 8074
Boston, MA 02114
04-2988263

Part III, 4(a) -

<u>President:</u>	Jacquie L. Kay	159 Hancock St. Cambridge, MA 02139
<u>Vice President:</u>	Neil Y.H. Chin	229 Harrison Ave. Boston, MA 02111
<u>Treasurer:</u>	Harry Yee	150 Kenrick St., #1 Brighton, MA 02135
<u>Clerk:</u>	Harry Yee	Same as Above
<u>Directors:</u>	Caroline Chang	129 Ormond St. Mattapan, MA 02126
	Neil Y.H. Chin	229 Harrison Ave. Boston, MA 02111
	Joseph Chow	18 Medfield St. Boston, MA 02125
	Kenneth Q. Jong	20 Lillian Rd. Lexington, MA 02173
	Jacquie L. Kay	159 Hancock St. Cambridge, MA 02139
	Howard H. Lee	66 Doublet Hill Rd. Weston, MA 02193
	Paul W. Lee	29 Bow Rd. Belmont, MA 02178
	Regina F. Lee	38 Walk Hill St. Jamaica Plain, MA 02130
	Tunney Lee	3 Ames St. Cambridge, MA 02139
	Andrew Leong	50 Empire St. Allston, MA 02134

Jeffrey Wong

Shanghai Printing Company
16 Oxford St.
Boston, MA 02111

Harry Yee

150 Kenrick St. #1
Brighton, MA 02135

ATTACHMENT C

Form 1023 April 15, 1988
Asian Community Development Corporation
P.O. Box 8074
Boston, MA 02114
04-2988263

Part III, 10(a) -

The organization's membership requirements as set forth in its bylaws are as follows:

1. Election and Tenure of Members.

(a) General Membership of the Corporation shall be open to all residents of the Chinatown area of the City of Boston, specifically, Precincts 7 and 8 of Ward 3 and Precincts 1 and 2 of Ward 8 and areas surrounding the precincts. Such residents must be eighteen (18) years of age or older. General Membership of the Corporation shall also be open to non-residents working within Chinatown and other persons who have demonstrated an interest in the problems of Chinatown, provided that no more than forty percent (40%) of the General Membership shall be comprised of such persons.

(b) Persons wishing to become Members shall complete the Asian Community Development Corporation membership application (see Attachment D) and file it at the principal office of the Corporation, together with payment of the annual dues for the first year of membership. In addition, all applications for new members received after January 1, 1988 must be recommended by at least two persons who are then Members in good standing. At each meeting of the Board of Directors, the Board of Directors shall review all membership applications received since the last meeting of the Board of Directors, and a person whose membership application is accepted by the Board of Directors shall be deemed to be a "Member".

(c) Membership in the Corporation shall be for a term of one year, renewable annually, and shall not be assignable by operation of law or otherwise. For all purposes, a "Member" shall mean each person whose membership application shall have been accepted as provided above and who shall not have resigned or been removed.

(2) Membership Dues.

Each Member shall be required to pay annual dues to the Corporation. The amount shall be fixed annually by the Board

of Directors of the Corporation. The Corporation may, with the approval of the Board of Directors, accept a waiver of the membership dues or an in-kind work contribution for those Members unable to pay such dues.

MEMBERSHIP REGISTRATION FORM

NAME: _____ TEL: _____

ADDRESS: _____

OCCUPATION: _____

(If you are applying for membership on the basis of your employment within ACDC's area, please provide the following):

NAME OF EMPLOYER: _____

ADDRESS: _____
_____ TEL: _____

~~I HAVE AN INTEREST OR EXPERTISE IN THE FOLLOWING AREAS:~~

COMMENTS OR SUGGESTIONS:

(Signature)

MEMBERSHIP DUES

\$10 for individuals.
\$15 for families.

Asian Community Development Corporation

POST OFFICE BOX 8074
BOSTON, MASSACHUSETTS 02114

April 6, 1988

Dear Friend:

I am writing to let you know of the formatin of a new community development organization based in Boston's Chinatown. The Asian Community Development Corporation (ACDC) was incorporated last May as a private non-profit organization to serve the needs of the Asian American community in Greater Boston. The goals of ACDC are to promote the economic development and social welfare of the community through efforts in housing development, job creation and training, promotion of small business enterprises, and prividng technical assistance to other organizations whose services benefit the community.

During the coming year, ACDC hopes to achieve three objectives. First, we want to target the production of affordable housing in Chinatown, in recognition of the fact that safe, affordable housing has always been Chinatown's most pressing need. ACDC is already working with government officials, business and community leaders, architects, legal and housing development consultants to formulate strategies for addressing this need. We believe that there are opportunities in the next few years to produce between 300 to 500 affordable housing units in Chinatown , due to creation of the city's housing linkage program, and the commitment of the Boston Redevelopment Authority to designate publicly held land in Chinatown for housing purposes. ACDC wants to make sure that Chinatown will have maximum community participation in these efforts, and will receive maximum benefits.

ACDC's second ojbective is to work closely with the Chinatown/South Cove Neighborhood Council to implement the Chinatown Community Plan. The Plan was developed by the Neighborhood Council with the support of the Boston Redevelopment Authority, and has been ratified by the community. This Plan will enable Chinatown to take a proactive position in advancing issues critical to the neighborhood, such as housing, employment, business development, community services, recreation facilities and open space. ACDC will carefully study the Plan and its recommendations, and will, in conjunction with the Neighborhood Council, identify projects that may be appropriate for ACDC to undertake.

ACDC's third objective is to carry out a regular outreach and educational program to inform the Asian community of its activities. ACDC is firmly committed to the principle of creating an organization that is completely accessible and accountable to its constituents. Commitment to this principle will insure ACDC's success by generating more broad-based support and feedback for its activities. Moreover, an accountable and accessible organization will encourage more community activism among its members and constituents, thus enhancing the Asian community's leadership capabilities.

ACDC would very much appreciate your expression of support during our start-up period. Please take a few minutes to let us know in writing that you support ACDC's goals and programs for Chinatown. Letters of endorsement from yourself or your organization will help us tremendously in obtaining support from funding sources and government agencies. Please feel free to contact any ACDC board member (list of members attached) if you have further questions.

If you have not already done so, please sign up as a corporate member of ACDC. Membership will entitle you to receive mailings, attend membership meetings, or participate in ACDC subcommittees or the Board of Directors. As a member, you will have a voice in determining the direction and activities of ACDC. Please fill out the enclosed membership form, and return it with your fee (\$10 for individuals, \$15 for families).

Thank you for your support.

Sincerely yours,

Board of Directors
ACDC

Enclosure: Board List
Membership Form

ATTACHMENT F

Form 1023 April 15, 1988
Asian Community Development Corporation
P.O. Box 8074
Boston, MA 02114
04-2988263

Part V, 13 - Salaries:

Executive Director	40,000
Project Coordinator/ Outreach Specialist	25,000
Fringe Benefits	10,800
Consultants	25,000
TOTAL	108,000

ATTACHMENT G

Form 1023 April 15, 1988
Asian Community Development Corporation
P.O. Box 8074
Boston, MA 02114
04-2988263.

Part V, 17 - Other Expenses:

Materials and Supplies	1,000
Travel	1,500
Telephone/Postage	1,500
Training	1,500
Equipment	5,000
Reproduction/Printing	1,500
Translation	1,000
Miscellaneous (Fees, Permits, Insurance)	1,000
TOTAL	14,000

CERTIFICATE

I, Jacquie L. Kay, being the duly elected and presently serving president of Asian Community Development Corporation hereby certify that the attached Articles of Organization and By-Laws are a true, correct and complete copy of the By-Laws and Articles of Organization of Asian Community Development Corporation and that these By-Laws and Articles of Organization have not been amended, modified, or altered in any way and are in full force and effect on the date hereof.

Dated: April 25, 1988
April 25, 1988

Jacquie L. Kay
Jacquie L. Kay

WP-2592/O
04/20/88

Board of Directors Resumes

CAROLINE J. CHANG
P. O. Box 8064
Boston, MA 02114
617-565-1340 (bus)
617-298-0811 (res)

EDUCATION:

Boston University - B. A. 1962 (Major in Mathematics)
Suffolk University Law School - J. D. 1977

Admitted to Massachusetts Bar - 1977

EXPERIENCE:

United States Department of Health and Human Services, Office for
Civil Rights, Region I, Boston, Massachusetts

REGIONAL DIRECTOR - 1982 to present
DIRECTOR, PROGRAM REVIEW AND MANAGEMENT SUPPORT DIVISION -
1979 TO 1982
EQUAL OPPORTUNITY SPECIALIST/ SUPERVISORY EQUAL OPPORTUNITY
SPECIALIST - 1974 TO 1979

Mayor's Office of Public Service, Boston, Massachusetts

MANAGER, CHINATOWN LITTLE CITY HALL - 1970 TO 1974

Avco Corporation - Systems Division, Wilmington, Massachusetts

ASSOCIATE SCIENTIST - 1962 TO 1970

CURRENT COMMUNITY ACTIVITIES:

- Trustee, Harry H. Dow Memorial Legal Assistance Fund, 1985 to present
- Co-founder and Member, Board of Directors, Asian Community Development Corporation, 1987 to present
- President, Massachusetts Asian American Forum, 1985 to present
- Treasurer and Board Member, Boston University College of Liberal Arts Alumni Association, 1984 to present
- Allocation Volunteer, United Way of Massachusetts Bay, 1983 to present; Chair of New Applications Committee; Member, Affirmative Action and Outreach and Priorities Task Forces.
- Board of Directors, National Institute for Women of Color, 1986 to present
- Member, Advisory Committee to Schlesinger Library on History of Women, Radcliffe College, 1987-1991

- Member, Board of Directors, American Cancer Society, Massachusetts Wn. Price Unit, 1988-1989
- Member, Old Colony Charitable Foundation, 1976 to present
- Member, City Mission Society, 1987-1990

PAST COMMUNITY ACTIVITIES:

- General Chairman, 1987 United Asian American Dinner
- United States Commission on Civil Rights, Massachusetts State Advisory Committee, 1973-1982
- United Community Planning Corporation Board of Directors, 1972-1980
- South Cove Community Health Center, 1969-1980, Co-founder 1969, President 1973-1975
- Women's Commission in Exile, 1979-1980
- Governor's Commission on the Status of Women, 1972-1974 and 1977-1979
- Mayor's Commission to Improve the Status of Women, 1975-1978
- English Secretary, Chinese Consolidated Benevolent Association, 1973-1974
- Chinese-American Civic Association, Co-founder and Secretary 1967-1970
- Chinese Golden Age Center, Co-founder, 1971
- Voice of the Chinese Community (WCOP-AM), 1970-1980 and Chinese Voices (WUNR-FM), 1973-1978 Co-founder.

PROFESSIONAL ORGANIZATIONS:

- Asian American Lawyers Association of Massachusetts (co-founder)
- American Bar Association
- Massachusetts Bar Association
- American Society for Public Administration
- Massachusetts Public Health Association

AWARDS AND OTHER DISTINCTIONS:

- Elected to Collegium of Distinguished Alumni, College of Liberal Arts, Boston University, 1983
- Recipient of Director's Award, Office for Civil Rights, U. S. Department of Health and Human Services, 1981 and 1986.
- Who's Who in the East
- Who's Who of American Women
- Highlighted in REDBOOK Magazine as a Massachusetts "Woman on the Move", 1972
- Highlighted in NEWSWEEK, July 4, 1988 as one of 50 American "Unsung Heroes"
- First Asian and First Woman hired in the Flight Test Department at AVCC Corporation.
- First Chinatown Little City Hall Manager; Worked with the Boston Redevelopment Authority on several reports involving the South Cove and Chinatown.
- First Woman to hold any office with the Chinese Consolidated Benevolent Association across the country; Was responsible for working on the nearly 1,000 applicants for housing at Tai Tung Village.

NAME: Neil Y.H. Chin
ADDRESS: 229 Harrison Avenue
CITY/STATE: Boston, Mass. 02111
OCCUPATION: Retired

Resident of Boston Chinatown for over 60 years.

- * Member - Board of Directors, Chinatown/South Cove Neighborhood Council.
- * Member - Executive Board, Retired State, County, Municipal Employees Association.
- * Member - Chinese Consolidated Benevolent Association's Tufts Scholarship Committee.
- * Retired Agency Head, Massachusetts Group Insurance Commission.
- * Past Member - Chinese Consolidated Benevolent Association (CCBA) Negotiating Committee with Tufts-New England Medical Center.
- * Founder Member - South Cove Community Health Center.
- * Past Member - Board of Directors, Quincy School Community Council.
- * Founder Member - Quincy School Community Council.
- * Past President - Chinese-American Civic Association Inc.
- * Founder Member - Chinese-American Civic Association Inc.
- * Past Member - Board of Directors, South Cove Y.M.C.A.
- * Past Chairman - South Cove Y.M.C.A. Program Committee.
- * Past Member and Secretary - Boston Chinese Community Urban Renewal Committee. (Planning Tai Tung Village).
- * Past Commander - Boston Chinatown Post #328, American Legion.

JOSEPH W. CHOW
18 Medfield Street
Boston, MA 02215
(617) 536-1491

Professional Experience

THE FIRST NATIONAL BANK OF BOSTON

Boston, MA

Present

Vice President - Corporate Banking/High Technology Division

Develop and manage \$80MM portfolio of high technology credits ranging from start-ups to syndicated loans to companies with up to \$300MM in annual sales. Recent focus has been on leverage buy-out and acquisition deals in the computer service and information industries incorporating yield-enhancement features such as warrants, and risk-adjusted cash flow compensation. Develop deal flow through the cultivation of contacts in the venture capital and investment banking communities.

1984-1986

Assistant Vice President - Corporate Banking/High Technology Division

Developed and managed loan portfolio of start-up, venture capital funded, high technology companies. Performed intensive credit and industry analyses. Marketed credit and non-credit products and services including working capital financing, long-term fixed asset loans, tax leases, investment services and cash management products. Structured equity and quasi-equity investments such as debt/warrant packages.

1981-1983

Loan Officer - International Banking/Asia Pacific Division

Evaluated and monitored commercial loans including trade financing, manufacturing, real estate construction, shipping and other commercial credits of branches in the Far East. Analyzed country risks for establishing country exposure limits. Marketed trade and foreign currency financings to U.S. based companies and foreign subsidiaries. Travelled to the Far East on various assignments, including managing flotation of \$50 million sinking fund debenture for major shipping concern in Hong Kong.

CHINESE ECONOMIC DEVELOPMENT COUNCIL, INC.

Boston, MA

1975-1977

Assistant Director of Business Development

Instrumental in building this development/investment corporation from inception. Secured operating and investment funds from governmental agencies and financial institutions. Structured and negotiated debt and equity investments in start-up companies in electronics and food manufacturing industries. Acquired real estate parcels, formulated development plans and arranged financing for development projects, including 48-unit residential and \$10 million retail/office developments.

Education

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Cambridge, MA

Alfred P. Sloan School of Management

Master's degree in Management, 1981. Concentrations in Finance and International Business.

Department of Urban Studies and Planning

Master's degree in City Planning, 1981. Concentrations in Urban Development, Real Estate and Project Management.

BRANDEIS UNIVERSITY

Waltham, MA

Bachelor's degree in Economics, 1975.

Personal Background

U.S. citizen. Excellent health. Enjoy reading and squash. References available upon request.

KENNETH JONG
20 LILLIAN ROAD
LEXINGTON, MASSACHUSETTS 02173
(617) 861-8818

Job Objective

Executive administrative responsibilities in governmental policy and procedures processes in streamlining governmental activities through elimination of unnecessary and duplicative services that would result in additional revenues being returned to basic program needs.

EXPERIENCE

Oct. 84-Present

Fiscal Director, Chronic Division
Department of Health and Hospitals
City of Boston

Coordinate and supervise the daily operations of Fiscal Services for the Chronic Division of Health and Hospitals which comprises of two Chronic Disease Hospitals (Long Island and Mattapan Chronic Hospitals) for appropriate and timely expenditures of a combined budget of approximately 22 million dollars for fiscal year 1988 and for generation and collection of an estimated 23 million dollars from third party reimbursements for medical services rendered to patients. Establishes procedures regarding fiscal policies consistent with City of Boston laws and Ordinances. Responsible for financial audits performed by third party vendors. Projects financial budgets and analysis for the operations of the two Chronic Disease Hospitals. Liaison with other Chronic Hospitals as well as Acute Care Hospitals for referrals of patients. Responsible for admission and discharge of patients to the 358 bed Chronic Division.

Jan. 79-Oct. 84

Business Manager
Department of Health and Hospitals
City of Boston

Responsible for the daily operations of the Patients Accounts Department for Mattapan Hospital and Long Island Hospital for generation and collection of third party reimbursements for services rendered to patients. Established procedures relating to the admissions and credit and collection policy of both hospitals. Initiated changes in revenue collections procedures for increased revenues. Coordinated the installation of a computerized financial reporting and billing system. Established the Medicaid Applications procedures for the Department of Health and Hospitals for obtaining Medicaid coverage for non-covered indigent residents of Boston.

Jan.76-Jan.79

Assistant to the Commissioner
Trustees of Health and Hospitals
City of Boston

Responsible for determining and executing administrative policies through subordinate managers and coordinating the activities of the Credit and Collections Department. Represented the Department of Health and Hospitals at credit negotiations with outside agencies that resulted in an additional \$15 million in revenues. Developed and organized systems for collections of accounts. Prepared financial reports and analyses. Trained and supervised personnel engaged in tasks incident to credit and collection activities.

Sept.74-Jan.76

Director, Public Service Employment
City of Boston, C.E.T.A.
New City Hall. Boston, Ma.

Liaison with the Department of Labor and the Public Service Employment component of C.E.T.A. Responsible for the enforcement of programmatic rules and regulations of the Act set forth by the Department of Labor. Responsible for the operations of Public service employment programs.

Dec.71-Aug.74

Assistant Director, Emergency Employment Act
New City Hall, Boston, Ma.

Liaison with the Department of Labor and the Emergency Employment Act (E.E.A.) administrative office. Maintained on-going relationship with the E.E.A. office and City of Boston Departments. Supervised program operations. Coordinated program audits. Coordinated the Public Employment program under C.E.T.A.

EDUCATION

1980 MPH course, Suffolk University
1979 Supervisory Skills, Comm. of Mass. Criminal Justice Training Center
1972 Graduate Physics courses, Boston University
1971 B.A. - Physics, Boston University

AFFILIATIONS

Past member, Board of Directors, Chinese American Civic Association
Past member, Chairman, Quincy School Community Council
Member, Chinese American Civic Association
Member, Quincy School Community Council
Member, Mass. Patient Accounts Managers Assoc.
Member, Asian Community Development Corporation

PERSONAL

Date of Birth: 23, June, 1949
Health: Excellent
Married, two children

VITA

JACQUIE L. KAY

P.O. Box 2077
Cambridge, MA 02238
(617)864-2042

Job Objective: To utilize expertise and experience in academic setting - either administration or teaching. Areas include: international education, economic development, employment and training, and planning and management tools

President, WPI, Inc., Cambridge, MA. Founder and Chief Executive - small international trade and development firm (1973-present)

Responsible for all aspects of business - research and development, marketing and operations. Contractor to Agency for International Development (AID) in teacher and management training, evaluation, project planning, design and implementation; to foundation to develop alternative financing for public school system; to city manpower training agency to establish monitoring and evaluation system; to two states (Washington and Massachusetts) to develop executive search program, to administer regional workshops in affirmative action; and to numerous non-profit and corporate groups in management training and evaluation. Also, generated new markets and represented U.S. businesses in Asia; developed concept and program for China Trade Center in downtown Boston; imported handicrafts from Latin America and Asia; and assisted development of small-scale enterprises overseas.

Academic experience:

Harvard University, Cambridge, MA

Graduate School of Education: (1977-80)

Joint Lecturer, "Education and Development." Covered 4 areas: 1) political-economic theory (socialism and communism 2) non-formal education 3) manpower planning and 4) economic development theories in general

Teaching Fellow, assisted in "Theories of Education and Development" and "Adult Education." Topics: political-economic theory and planning and methodologies of adult education

Center for International Affairs: (1976-80)

Research Fellow and Post-doctoral Fellow, responsible for workshops and seminars in "Politics of the World Economy," "Latin America: The Road Ahead," and coordinated an energy symposium which produced a publication: The Dependency Dilemma: Gasoline and U.S. Security, 1980, ed. D. Yergin.

Lesley College, Cambridge, MA (1983)

Lecturer in Education, Graduate Program in International Studies. Taught "Educational Planning and Systems Analysis in International Education." Covered tools and techniques; case studies; simulation; and application of planning and systems analysis to educational systems/programs. Counseled students and was thesis advisor for several masters' level students.

Ford Foundation, New York, New York (1969-70)

Research Associate, Asia and Pacific, International Division

analyzed and researched Asian Studies programs in U.S. colleges and universities. Publication: Understanding China, by J.M.H.Lindbeck, Praeger Publications, 1971.

State Board for Community College Education, Seattle, WA (1970-73)

Management/Employment Specialist, Research and Planning Project

Trained minority affairs administrators in management techniques; analyzed employment trends vis-a-vis curriculum and training programs; coordinated vocational and cooperative education for research and planning team; created evaluated systems and long range planning tools in student services, curriculum administration, and faculty/staff development.

Urban League (Chase Manhattan Street Academy program), Harlem, New York (1967-70)

Administrator/Teacher. Developed curriculum and administered program, counseled students, taught English and History, established liaison with corporations and conducted fundraising efforts.

Chulalongkorn University and Thammasart University, Bangkok, Thailand. (1965-66)

Lecturer, English Language and Composition. Counseled students.

Other related experience:

Acting Executive Director, Employment Opportunities Center (EOC), Seattle, WA (1973-74)

developed new direction for employment agency to transform into manpower and economic development agency, e.g., goals, policies and programs; managed staff and budget; worked with board in establishing priorities.

Special Assistant, Intergovernmental Relations, Puget Sound Council of Governments, Seattle, WA (1972-73)

analyzed land use policy in four counties; assisted Executive Director in liaison with university and minority community; worked with elected officials in developing public sector policies.

Analyst, Management Study, Boston Public Schools (1974-75)

Assisted Superintendent of Schools in the implementation of a Peat, Marwick, Mitchell management study of schools - financial and central administration analysis for greater efficiency.

Educational Background:

- 1978 Ed.D., (Doctorate of Education), Harvard University
Graduate School of Education
- 1971 Certificate (MBA equivalent), Executive Development
Prog., Grad. Sch. of Bus. Admin. Univ. of Washington
- 1969 M.A., Asian History, New York University
- 1966 B.A. Chinese Area Studies, University of Washington

Board Directorships and Memberships, 1986

- Thrift Fund for Economic Development (for Thrift Institutions and Governor)
- International Trade Council, Commonwealth of Massachusetts
- Oxfam-America - Vice-President
- Society for International Development
- South Cove Community Health Center
- Employment and Training Task Force, Chinatown-New England Medical Center, Boston
- Washington State Manpower Planning Commission (1972-74)
- Governor's Commission for Asian Americans, (1974)
- Seattle 2000 Executive Board (1974)

Consultancies

- Abt Associates, Cambridge, MA
- Lincoln-Filene Center, Tufts University, Medford, MA
- Educational Development Center, Newton, MA
- Northwest Regional Educational Laboratories, Portland, OR
- Boeing Corporation, Seattle, WA
- National Training Institute for Community Economic
Development, Palo Alto, CA
- General Telephone Company, Everett, WA
- Biopshere and Hydrospace Associates, Inc. New York, NY
- Boston Public Schools, Boston, MA

Publications and Papers

"Basic Education Development Project - Evaluation" Yemen Arab Republic, Second External Evaluation Team - Dr. D. Adams, Dr. A. Attieh, Dr. E.T. Chapman, and Dr. J. Kay October, 1983.

Managing Human Resources in China: Training in Work-Education-Politics Combinations, University Microfilms, 1979.

"The Management of Human Resources in China," Association of Asian Studies (ASPAC), Vancouver, British Columbia, 1973.

"Human Service Delivery in China," Albert Einstein School of Medicine, New York, 1973.

"The Sino-Soviet Conflict," Bell Laboratories, Whippany, New Jersey, 1973.

"Goal Relevancy Programming," Adult Basic Education Conference, Issaquah, Washington, 1971.

"Evaluation Systems for Minority Affairs Programs," State Board for Community College Education, Olympia, WA, 1972.

References upon request

HOWARD H. LEE

66 Doublet Hill Road
Weston, MA 02193

617-727-2293 (Office)
617-891-4059 (Home)

EDUCATION:

New England School of Law, J.D., 1978; Attorney at Law admitted to the Bar, Massachusetts, 1978; and the Supreme Court of the United States, 1982.

Polytechnic Institute of Brooklyn, 105 credits completed toward B.S. in Electrical Engineering, 1963.

New York University, Ph.D., Economics, Political Science, 1957.

University of Maryland, M.A., Economics, Political Science.

EXPERIENCE:

3/1987 to Date

Commissioner, Civil Service Commission , Commonwealth of Massachusetts.

Hold hearings and render decisions with other Commissioners relative to civil service appeals concerning job classifications with participation by labor unions, markings of examinations, appointments by-passes, job related disciplines, and medical disqualifications.

1978 to Date

Attorney at Law, Practice included labor relations, estate planning, domestic relations, wills and trusts, corporations, and investments.

1963 to 3/1987

HONEYWELL INFORMATION SYSTEMS

1985 -3/1987

Director, International Marketing

Provide assessments and directions of the China, U.S. and worldwide market for computers and related products. Furnish consultation and support relating to China market.

1983 -1985

Director, Business Services , Asia Operations.

Provided broad support to Asia Operations personnel and the senior management within the affiliate operations in Asia with emphasis on the China market. Directed and supervised various contract negotiation and implementation activities including: contract negotiations, issuance of purchase orders, assuring compliance with export license requirements, issuing shipping instructions, securing issuance of letters of credit, and issuing instructions regarding billing and collections and customer relations.

1980 - 1983 Director, Strategic Pricing and Analysis

Provided strategic direction of pricing; assessed and recommended responses to competitive pricing and strategic moves, long range analysis of computer technology and market directions, long range plans and product life cycle analysis, and specific recommendations on short term and long term product and market strategies.

1977 - 1980 Director, Pricing and Planning, Mini/Small/Medium Systems

Managed pricing group; established prices, pricing policies, practices, and strategies; provided competitive analysis and business evaluations for broad range of computer products.

1973 - 1977 Manager, Pricing, New Product Lines

1969 - 1973 Senior Staff Planner , Product Planning and Financial Analysis.

1965 - 1969 Product Planner ,Product Planning & Financial Analysis.

1963 - 1965 Computer System Analyst , Software Development.

1962 -1963 Assistant Professor , History and Government, Seton Hall University, New Jersey.

OTHER ACTIVITIES:

1987-Date Director, Asian Community Development Corporation.

1984-1986 Co-Chairperson, Advisory Council to the Governor on Guangdong.

1985-Date Member, Manufacturers Committee, Governor's Business Council.

1984-Date Member, Asian American Lawyers Association.

1978-Date Member, Massachusetts Bar Association.

PERSONNAL: Married; two children; excellent health.

REFERENCES: Furnished upon request.

Partner
Goodwin, Procter & Hoar
Exchange Place
Boston, MA 02109

Primary Area Of Practice: General Business Law with emphasis
on banking, venture capital, public and private financings,
start up companies and securities law

Previous Employment:

Donovan, Leisure, Newton & Ervine
30 Rockefeller Plaza
New York, New York
1976 - 1980

Education:

Law School: Cornell University J.D., Cum laude, 1976

College: Columbia University B.S., 1972
Electrical Engineering and Computer Science

Other: Brookline High School, Brookline, MA
1964 - 1968

Edward Devotion School, Brookline, MA
1961 - 1964

Quincy School, Boston, MA
1955 - 1961

Community Activities:

President (1984 - 1986)
Asian American Lawyers Association of Massachusetts, Inc.

Board Member (1981 - 1987)
South Cove Community Health Center, Boston, MA

Legal Advisor (1986 - present)
Quincy School Community Council, Boston, MA

Personal:

Date of Birth: October 16, 1950
Place of Birth: Boston, MA
Marital Status: married, one child

TUNNEY F. LEE
Head, Department of
Urban Studies and Planning
Massachusetts Institute of
Technology

TEACHING

Professor in the Departments of Architecture and Urban Studies and Planning
Massachusetts Institute of Technology, 1970 to present.
Visiting Critic, University of Manitoba, 1973 and 1974
Faculty, Howard University, Department of Architecture, 1969
Visiting Critic, Harvard Graduate School of Design, 1966

PROFESSIONAL EXPERIENCE

1983-1986 Deputy Commissioner, Division of Capital Planning and Operations
Commonwealth of Massachusetts
Head of Agency responsible for all buildings and land of state -
Capital budget, design, construction, oversight of maintenance and
energy use.
1980-1983 Partner, Comunitas - Architects and Planners
1967-1980 Tunney Lee, Architect/Planner, Newton, MA and Washington, D.C.
1966-1967 Director of Urban Design, Marcou, O'Learly & Associates, Washington, D.C.
1961-1966 Chief of Planning Design, Boston Redevelopment Authority, Boston, MA
1957-1961 Architectural Designer, I. M. Pei & Associates, Ulrich Franzen and other
1955-1956 firms, New York City.
1954-1955 Designer, R. Buckminster Fuller, Raleigh, NC

PROJECTS

Jefferson Park Project, Comprehensive Rehabilitation, Cambridge Housing Authority, 1982
Copley Place - Coordination of Citizen's Review Process, 1977-1980
West Broadway Project Modernization Master Plan - Boston Housing Authority, 1978-80
East Boston Piers Re-Use Study for Massport, 1979
Boston Naval Shipyard Urban Design Study, 1974
Takoma Community School, Washington, D.C., 1969-1975
Urban Design Study for the Shaw Urban Renewal Area, 1969-1971
H Street, N.E. Urban Renewal Plan and Playground Design, Washington, D.C., 1969
Shaw Junior High School Site and Design Concept, Washington, D.C., 1968
Morgan Community School Site and Design Concept, Washington, D.C., 1968
Resurrection City - Planning and Structures Committee, S.C.L.C., 1968

PUBLICATIONS

Commonwealth of Massachusetts Division of Capital Planning and Operations:
- Capital Budgets - Fiscal Years 1985, 86, 87
- Comprehensive Plan to Improve Services for Chronically Mentally Ill Persons, 1985
- "Boston State Hospital - Critical Choices Ahead", 1985
"Mission Park in Perspective" in The Scope of Social Architecture, ed. by C. Richard
Hatch, Van Nostrand Reinhold, 1984.
Development Politics: Private Development and the Public Interest, Council of State
Planning Agencies, 1979. Co-authored with Robert Hollister
"Revolution Changes the Countryside", Spazio e Societa, 1978
Shaw Urban Design Study, District of Columbia Redevelopment Land Agency, 1971

STUDIES

Boston Public Schools Unified Facilities Plan, 1979
Massachusetts Housing Finance Agency Evaluation Study, 1973

EDUCATION

Bachelor of Architecture, University of Michigan, 1954
Fulbright Fellow, University of Rome, 1956-57 C.I.A.M.,
University of Venice, 1957

ARCHITECTURAL REGISTRATION

National Council of Architectural Registration Boards
Massachusetts Certification
New York State Certification

MEMBERSHIPS

South Cove Community Health Center - Board of Directors, 1980-1987
Rainbow TV Works - National Advisory Board
Asian American Resource Workshop - Advisory Board
Oxfam America - Board of Directors
Asian-American Community Development Corporation - Board of Directors
CTAC Small Grants Committee

September, 1987

ANDREW L.S. LEONG
50 Empire Street, #2
Allston, MA 02134

EDUCATION

BOSTON COLLEGE LAW SCHOOL, Newton, MA
J.D., May 1985

Activities: Vice-President, Asian American Law
Student Association(AALSA), 1983-84
Chairman, AALSA Admissions Committee, 1983-84
Member, CORE Admissions Committee, 1983-85
New-England Regional Representative, National
AALSA, 1983-84
Founding Member, Academic Support Program

DRAKE UNIVERSITY, Des Moines, IA
B.A., Political Science, May, 1982

Honors: magna cum laude
Departmental Honors
President's List(2 semesters)
Dean's List(8 semesters)

Activities: All-University Table Tennis Champion,
1978. Drake University Tournament Night, Table
Tennis Champion, 1979. Intramural tennis.

EXPERIENCE

STAFF AND SUPERVISING ATTORNEY June 1986-present
Chinatown Outreach Program, Greater Boston Legal
Services.

Clinical Instructor - Harvard Law School
Legal Services Center, Jamaica Plain, MA
Adjunct Instructor - Boston College Law School
Boston College Chinatown Clinical Program

STAFF ATTORNEY September 1985-June 1986
Harry H. Dow Fellowship, Legal Services Center

STUDENT INTERN May 1984-May 1985
Harry H. Dow Student Intern, Chinatown Outreach

LEGAL RESEARCH ASSISTANT Summer 1983
Professor William F. Willier
Boston College Law School

COMMUNITY ACTIVITIES

Member: Quincy School Community Council, 1983-
present. President, 1986-88.

Harry H. Dow Memorial Legal Assistance Fund,
Trustee, 1988-present. Co-Chair, Friends of
the Dow Fund, 1987-present.

Asian Community Development Corporation,
1987-present.

Governor's Advisory Council on Refugee
Resettlement, 1985-present.

International Institute of Boston,
Victim Assistant Advisory Board, 1987-
present.

AFFILIATIONS

Asian American Lawyers Association of Massachusetts
Massachusetts Bar Association
Boston Bar Association

Jeffrey Wong
16 Oxford Street
Boston, Massachusetts

Career:

1972-present	Manager, Shanghai Printing Co., Boston
1963-1972	Senior Engineer, Raytheon Co., Waltham
1956	Engineer, Naval Ordnance Laboratory White Oak, Maryland

Community Service:

1967-1988	Assistant Scoutmaster, Troop 6, Brookline
1967-1968	Long Range Planning Committee, Newton Cantonese School, Newton
1956-1963	Board of Directors, South Cove Y.M.C.A.
1970-1972	August Moon Festival
1970	Chinatown Grievance Task Force
1967-1970	Chinese-Americans for Tomorrow (C.A.T.) Chairperson, 1969-1970
1968-1970	C.A.T.-C.I.C./M.I.T. Joint Tutoring Program Director, 1970

Education:

1968	M.S., M.I.T.
1966	B.S., M.I.T.
1962	Boston Latin School
1956	Quincy School (Tyler Street)

HARRY YEE
150 Kenrick Street #1
Brighton, MA 02135
(617) 782-6599 (h)
(617) 727-1090 (w)

LEGAL EXPERIENCE

June, 1986 to Present

ASSISTANT ATTORNEY GENERAL

Department of the Attorney General
Civil Rights Division, One Ashburton Place
Boston, MA 02108

Responsible for supervision of investigations of civil rights violations and acts of racial violence. Handling litigation of cases brought under State Civil Rights Act.

1982 to 1986

FIELDWORK SUPERVISOR and STAFF ATTORNEY

Harvard Law School
Legal Services Center, 3529 Washington Street
Jamaica Plain, MA 02130

Supervision of Third and Second Year Law Students in casework, advocacy skills, negotiations, and trial skills. Handling litigation and non-litigation civil cases in Public Benefits and Landlord Tenant Law.

1982 to 1986

STAFF ATTORNEY

Greater Boston Legal Services, Chinatown Outreach Center
885 Washington Street, Boston, MA 02111

Responsible for the Boston Asian American Outreach Program of G.B.L.S. Casework in the areas of Landlord/Tenant Law, Domestic Relations Law, Immigration Law, Public Benefits, Employment Discrimination, Unemployment Compensation and Consumer Protection Law.

1983 to 1986

CLINICAL SUPERVISOR AND DIRECTOR

Boston College Law School
Chinatown Clinical Program

Designed and implemented a clinical legal experience for Second and Third Year Asian American Law Students at Boston College Law School. The first legal clinical program targeting the Asian American Community which has become part of the curriculum of an area law school.

1984 to Present

COURSE INSTRUCTOR

University of Massachusetts, Paralegal Certificate Program
College of Public and Community Service, Boston Campus

Taught courses in "Housing Consumer Law" (Spring 1987)
"Advocacy with Administrative Agencies" (Spring 1984) and
"Consumer Law" (Fall 1984).

HARRY YEE

1979 to 1981

LAW CLERK AND LIBRARIAN

Brown Rudnick, Freed & Gesmer

One Federal Street, Boston, MA 02110

Responsible for legal research and writing, title examination, and assisted in real estate closings.

EDUCATION

SUFFOLK UNIVERSITY LAW SCHOOL

1978 to 1981 - J.D. Degree

UNIVERSITY OF MASS., AMHERST

1976 to 1978 - B.A. Degree (East Asian History)

SUFFOLK UNIVERSITY

1974 to 1976 - B.S. Degree (transferred)

BAR ADMISSIONS

Massachusetts, 1982

Hawaii, 1984

U.S. District Court for the District of Massachusetts, 1984

U.S. Court of Appeals for the First Circuit, 1984

CIVIC AND BAR ACTIVITIES

1983 to Present

ASIAN AMERICAN LAWYERS' ASSOCIATION OF MASSACHUSETTS

President (1986-1987) Treasurer (1983-1986)

1984 to Present

GREATER BOSTON CIVIL RIGHTS COALITION

Executive Committee

1985 to Present

HARRY H. DOW MEMORIAL LEGAL ASSISTANCE FUND

Trustee

1986 to Present

ASIAN AMERICAN LEGAL DEFENSE AND EDUCATION FUND

National Civil Rights Advisory Committee

1986 to Present

JUSTICE GEORGE LEWIS RUFFIN SOCIETY

Director

1987 to Present

ASIAN COMMUNITY DEVELOPMENT CORPORATION

Treasurer

Practical lessons in urban planning

By Charles A. Radin
Globe Staff

"Chinatown has been boxed in," one young man complains.

The population has doubled, but the land available for construction has been cut in half," adds another.

A third, says a third, is to take a large portion of Chinatown into the adjacent sites in the South End and most important, to some 14 acres of land to be created adjacent to the neighborhood where the Massachusetts Turnpike, the reconstructed Central Artery and the new airport access road will meet.

Such comments and aspirations are common at community meetings in Boston — and, for that matter, in other neighborhood-oriented cities. Generally, there is a lot of talk and few results. But this is not a community meeting, and the talk is not of the general, unfocused sort.

The speakers are students, and behind their comments stand the product of this semester's MIT urban design studio, an unusual planning workshop, much admired but little imitated at other universities, with a history that parallels Boston's biggest community-oriented redevelopment projects. Behind the studio stands Tunney Lee — professor, planner and politician — also much admired, and difficult to imitate.

In community-oriented urban planning, this is the state of the art.

"Architecture is supposed to be a synthesis of disciplines, but too often today it is practiced as a specialty," says Anthony Pangaro, an architect and developer who has taught at MIT and at Harvard's Graduate School of Design. "Tunney synthesizes a lot of disciplines. He brings with him an ability to understand the politics, the economics."

"There are people at MIT who are fairly narrow and think in traditional architectural terms — the star system, post-Modernism, all that b.s. But Tunney is broad, so at MIT they don't dominate like they do at Harvard."

A Fulbright scholar and designer with R. Buckminster Fuller in the 1950s, Lee, now 56, has taught a little at Harvard and a lot at MIT where he now heads the Department of Urban Planning and Design. He is a friend of state Secretary of Transportation Fred Salvucci and longtime supporter of Gov. Michael S. Dukakis; he was chief of planning design for the Boston Redevelopment Authority in the early 1960s and was the state's top official for capital planning and construction in the early 1980s.

In one role or another, he has been involved in the planning and redevelopment of Copley Square, Parcel 18, Chinatown, the Charlestown Navy Yard, Mattapan State Hospital and many others.

Lee says the basic difference between the architecture studio at MIT and those at schools with a more traditional approach is that "from early on, MIT was really interested in the relationship between the physical form of a project and the institutions that make it happen."

The way we found to concentrate on that was to find a client. That way, we were not looking at there being that there's some great way of doing this, we're having the client tell us what their aspirations are, how much growth should there be and the kind of mix it is.

Then the students ended it with the general firms. Often in a traditional school, there is an invisible client, we created



Globe staff photo/Tom Herde

Tunney Lee, head of MIT's Department of Urban Planning and Design, listens during a meeting last month on redevelopment in Chinatown.

situation in which the client can actually say "no."

And not any client will do.

The Boston Redevelopment Authority or the Massachusetts Turnpike Authority "pedagogically would be suitable," he says, "but other things were happening" in the early 1970s, when the studio was born. "Some of us in urban design were also interested in working with communities and redressing some of the imbalances."

So, without exception, he has selected community groups as clients for his students, and has guided the students into research through which they come to understand the wrongs committed by road-builders and early redevelopers, and how they might be undone.

Muhammad Sabur, the redevelopment authority's deputy director for urban design, says Lee "still has the philosophy of advocacy in 1988: that's the ability to listen to and understand community development and people who are victimized by environmental issues."

Sabur, who participated in the studio while at MIT in 1977, says Lee "is very good, and has gotten better" with the years. "What really impressed me" with this year's Chinatown studio, he said, "was the relationship between the studio and the clients. We try to get people to listen, and those students did listen. They're showing vision and sophistication about how to get things done."

By listening to their professor as well as their clients, they constructed a set of development proposals which are within the bounds established by the city redevelopment agency's master plan, which respond to the desires of the client — the Chinatown Neighborhood Council — for more affordable housing — and which address the environmental problems of the neighborhood.

Key Yung, a member of the Chinatown Neighborhood Council, says the students' proposals are "a good first step" in addressing the issues of the neighborhood.

at Tufts, near the end of which, he recalls, "somehow I got this postcard asking if I wanted an application to this department" at MIT.

"I always knew that I would do something for Chinatown," he says. "As an undergraduate, I thought it would be through volunteering for one of the community organizations. I never had any idea — not until the beginning of the studio — that we had such opportunity."

Even after the studio began, Yung said, Lee and the visiting professor who joined him for the studio didn't tell the students their ideas. "We found it frustrating," he said. "We knew they had ideas and we would sometimes say to each other why don't they just tell us what they're thinking."

"It was Tunney who convinced us" that the land that will be created by the reconstruction of the artery underground and the reconfiguration of the intersecting roads "was not just a big piece of land, but a big piece of land that Chinatown must take. It wasn't very direct, but as the students researched the history of Chinatown and realized how much land the Mass Pike and Central Artery had taken, we saw that Chinatown really does have legitimate first claim to this site."

Now, by virtue of the studio's work having been presented to government authorities and the community, that claim has been asserted.

Yung said that while Lee "keeps a low profile in Chinatown, and most residents probably don't know who he is, he has quite a reputation in academic institutions and Chinatown cultural and political organizations. People believe he's had direct or indirect influence on all the development in Chinatown, and most of the development in Boston."

What's next for the studio? Lee says he is looking to do something with the former members of the Chinatown Neighborhood Council and a new group of students.

Lawyer in the forefront of Chinatown's struggles

DAVIDSON REPORT

Jean Riesman

WHEN Regina Lee graduated from law school in 1977, she came to Greater Boston Legal Services expecting to stay two years.

Two years have stretched into 10, and in the last decade Lee has not only become managing attorney for the Jamaica Plain GBLS office, she has been part of almost every Chinatown advocacy group and community-organizing campaign.

"It took two years to learn this community," she said. "And when I understood a little more what was going on in Chinatown, I made an investment here."

The year 1977 was a tumultuous time to arrive in Chinatown. Tufts Medical School bought two buildings in the garment district, angering residents who had already lost housing and land to urban-renewal era hospital expansion.

Then the city tried to take over a small community building on Oak Street with a day-care center and other services in it for a Tufts/New England Medical Center parking lot. "There was a strong outcry from the community," Lee said. "I got involved."

This is an understatement from someone who has since been president of the South Cove Community Health Center board, a council member of the Quincy Community School, and a prime mover on the Chinatown Housing and Land Development Task Force.

Lee was on the committee of seven neighborhood leaders who negotiated a comprehensive treaty with Tufts, New England

Tufts got the buildings, but not the parking lot, and the committee forged a historic agreement: moving the garment workers to a city-owned industrial site and exacting community benefits worth more than \$1 million in scholarships, employment training, and rights to a parcel of hospital-owned land.

Lee's first assignment at GBLS as a graduate fresh out of New York University Law School was to head the Chinatown outreach office, where she spent five years.

Immigration, housing and family law are her specialties.

Her most recent legal victory was to win a temporary reprieve for two 21-year-old Afghan refugees the federal government has been trying to deport for 18 months.

The U.S. has refused to give asylum or free passage to the two cousins, who were arrested here en route to Canada on false passports after being jailed for anti-Soviet activity at home.

"It is ironic that they were in jail longer here than in Afghanistan," Lee remarked.

Jamaica Plain GBLS has been providing the legal back-up for the Roxbury "eviction-free zone," where community groups have been trying to prevent evictions in high-displacement areas.

Other than that, the housing unit represents mostly "people coming in with 100 percent rent increases to take to the Rent Equity Board," and tenants seeking building-code enforcement.

Her work with families has focused on domestic violence.

"There is a perception that the Asian family is very close-knit," she said. "But there is quite a bit of spousal abuse."

As a Sabbathical year

to survive Legal Services," she said — Lee went back to school in Urban Studies and Planning in the MIT Urban Fellows Program.

Lee, 36, was born in China and grew up in Hong Kong. She came to New York when she was eight, and is going back to Asia for the first time with her parents and two sisters in October.

She represents the fourth of her family's generation in this country. Her grandfather and grandfather each came alone to New York's Chinatown, later sending for their wives.

Lee has made an effort to bridge the generations. Each family, she explained, has a traditional benevolent association, in which the last name provides an instant extended family, and she has recently sought out the Lee Family Association.

"I think it is an important part of my history," she said. "You have to recognize them as part of our history, involved in social services before they were federally-funded. They took care of the needy, mediated community disputes."

Sometimes family associations even provide financing or partnerships for businesses, "small-scale community development."

If she has any criticism of her community, it is its tendency to be "insular."

"We don't reach out to other neighborhoods and other groups," she said, and Chinese newspapers provide little information about what is going on in other parts of the city.

"I identify this community very much as my community," she said. "No matter where a Chinese-American lives, they identify with Chinatown."



COMMUNITY LEADER: Regina Lee with mural depicting the people of Chinatown

Boston Herald, 5/24/87

One woman's crusade to bridge the gap for minorities

By Nina McCalin
Globe Staff

On a recent evening, some 500 Asian-Americans gathered at the Newton Marriott. There were Chinese, Japanese, Koreans, Filipinos, Vietnamese, Laotians, Cambodians and members of most of the other nationalities that are among the fastest-growing immigrant groups in the Boston area.

The groups are separated by divisions of language and culture, of oldtimers vs. newcomers, of traditionalists vs. progressives.

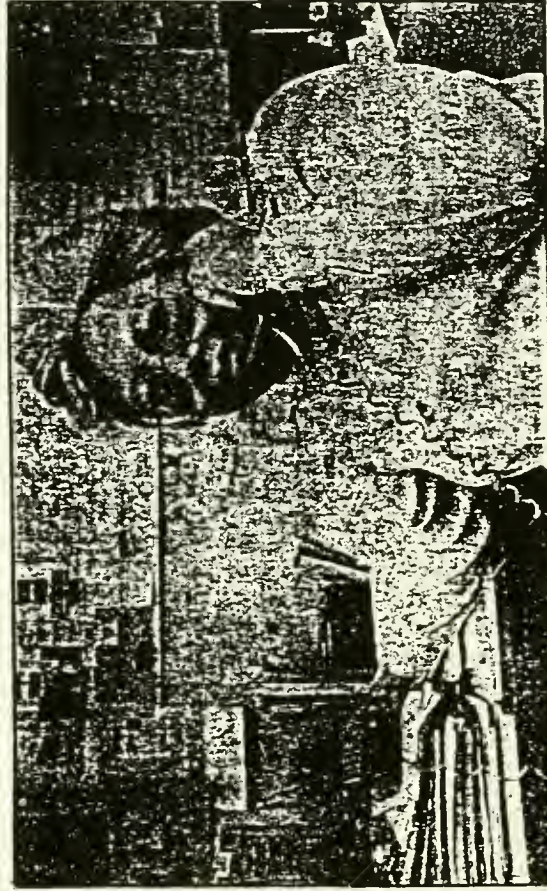
But, that night at least, their differences took a back seat to the celebration of the things they have in common and to their respect and affection for the woman who not only organized the dinner, but who has done as much or more than anyone else in Boston to make the theme of Asian-American unity a reality.

When Caroline Chang spoke, she received the largest and warmest response of the evening.

In her professional capacity as the director of the Department of Health and Human Service's regional Office for Civil Rights, Chang is a staunch defender of the rights of all minorities.

As a community leader for the last 20 years, Chang has been quietly and skillfully building bridges, bridges between factions of the Asian-American community, bridges between the community and city government, bridges between Chinatown and other neighborhoods.

"She is one of the real glue in the Asian community," says Barbara Arnwine, director of the Boston Bar Association's Lawyers Committee for Civil Rights. "She has an incredible power to bring groups together, to be able to make people work together."



Caroline Chang, director of the regional Office for Civil Rights.
Globe staff photo/Frank O'Brien

Suzanne Lee, chairwoman of the Chinese Progressive Association, says that while Chang, 46, is viewed as a member of the "older generation," she is also influential with younger activists.

"People from both groups can relate to her," Lee says. "She is highly regarded as the initiator of a lot of projects and ideas and for bringing people together."

Since 1967 when she helped to found the Chinese American Civic Association, Chang has been involved in almost every major endeavor that CHANG, Page A12

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■ CHANG

Continued from Page A8

touched the lives of Asian Americans. She was manager of Chinatown's Little City Hall from 1970 to 1974, cofounder and president of the South Cove Community Health Center in Chinatown, one of the founders of the Asian American Lawyers Association, president of the Asian American Forum and, most recently, chairwoman of the unity dinner.

Chang says the dinner was important both as a statement of the growing size and importance of the Asian-American community, which now numbers about 75,000 in the state, and as a way for people to get to know each other.

"In our busy lives, we never take time to look around and see who else is in the same boat," she says. "If we don't know the people, if we haven't interacted as human beings, it makes the questions harder to ask."

"... I firmly believe that communication and networking are very important for effective action. Minorities have the least access. It makes sense that we should talk to each other for the collective good."

'Agree to differ'

Chang knows that merely talking will not solve the problems of jobs, housing and discrimination that face Asian Americans, but she sees it as a necessary first step.

"I'm realistic and practical enough to know that doesn't take care of the whole situation," she says, "but the fact you've had a dialogue helps you to know each other as human beings and you can agree to differ."

Chang's emphasis on dialogue and negotiation have drawn criticism from some community activists who want her to take stronger stands.

"Personally, I think people can play different roles ... but I do think if she could be more vocal, it would help the community," Lee says.

Chang, a comfortable, unpre-

tentious woman who smiles easily and laughs frequently, says she has learned to focus on the issues and not take the criticism personally.

"I have to live with my style," she says. "I don't mind speaking up when I feel I have to."

Those who have worked with her over the years say she can be a tough negotiator when the occasion demands.

"She's very, very strong," says Neil Chin, a longtime community activist. "... She won't compromise what she feels to be right, but she says it in such a nice way you don't resent it."

A close-knit village

Chang says her community-service work grew naturally out of her childhood experience of serving as a translator for her widowed mother. Her father, who opened one of the first suburban Chinese restaurants in North Reading in the early 1950s, died when she was 15. Even before that, Chang was responsible for taking care of her two younger brothers and sister while her mother worked in the garment industry.

She remembers Chinatown in those days as a close-knit "little village" where everyone kept an eye on other people's children and she served as the link to the English-speaking world for anyone who needed help.

"In those days, so few people spoke English, I ended up being the interpreter for quite a few people," she recalls. "If someone had to go to the doctor, I went along."

Chang, who describes herself with a laugh as "one of those teacher's pets," did well in school, read voraciously ("I was almost the entire circulation of the Chinatown branch of the Boston Public Library") and graduated near the top of her Girls Latin class, winning the math prize.

She went on to work her way through Boston University, majoring in math, and to a job with the Avco Corp., where she was the first Asian and the first woman in the flight-test department that

used radar and optical data to reconstruct the trajectories of test missiles.

The squeaky wheel

Chang says she encountered little overt discrimination during her school and college years and was largely uninvolved in the civil rights movement of early 1960s. But, while she was working at Avco and living at home in Chinatown, she began to get interested in community issues, such as access to health care and education. Out of that interest grew her participation in the Chinese American Civic Association, the Health Care Task Force and, eventually, her job as a Little City Hall manager.

"What I finally figured out was that the squeaky wheel got the oil," Chang says. "The whole movement of community empowerment made a lot of sense to me. It was exciting to feel you could have a say in how things happen."

The 1970s saw the beginning of activism in the Asian community, Chang says, because new immigration laws led to an explosive population growth that overwhelmed the benevolent societies, churches and other traditional resources.

"Some of us began to educate ourselves about our rights," she says. "We had to get over the idea that going outside the community was asking for handouts."

The most controversial issue Chang had to deal with in the Little City Hall days was the community's opposition to the expansion of the New England Medical Center in Chinatown and the related demand for better access to health care.

Before the protests began, Chang says, "I never heard about anybody from Chinatown going to the medical center. We went to Boston City or Mass. Memorial (now University Hospital) about 20 blocks away."

A partial victory

During the conflict, Chang

worked to keep the often-warring community groups talking to each other and focused on the issues.

"The more-progressive group was out in the streets," she says, "and the traditionalists were apologizing to the hospital for that group. We said we're not going to speak against each other, and we're not going to apologize."

Chang says the Chinatown community won "a partial victory" by persuading the hospital to participate in a freestanding community health center instead of setting up a clinic to train its own medical students. (She is no longer involved in negotiations with the hospital, since the federal agency she works for provides part of its funding.)

After four years as the Little City Hall manager, Chang says she was "completely burned out" and looking for a change. She began going to Suffolk Law School at night and working for the civil rights office during the day. In 1982, she was named director of the office that investigates complaints of discrimination against hospitals, nursing homes, day-care centers and similar institutions.

The people issues

Chang says she has learned to pace herself in the last few years and to pick those activities where she feels she can be most effective. She devotes more time now to her mother, who still lives in Chinatown, and to her husband, who is an electrician. She and her husband live in Mattapan.

But Chang's list of organizations and activities still make a fat paragraph, and she recently helped form a new community development corporation that will focus on providing affordable housing, job development and training and youth services.

"She has a real ability to cut through the technical language and the bureaucracy, to say 'What are the people issues here?'" says the Boston Bar Association's Arnwine. "She is a rarity in a very bureaucratic field."

Staff Resumes

REGINA F. LEE
63 Walk Hill Street
Jamaica Plain, MA. 02130

WORK EXPERIENCE:

Managing Attorney, Legal Services Center, Jamaica Plain, MA (9/83 - present). Responsible for maintaining the Center's relationship with Greater Boston Legal Services and Harvard Law School, and ensuring the Center's compliance with all funding guidelines as well as federal regulations. Serve as senior attorney and clinical instructor in the Center's Immigration and Chinatown Outreach units. Responsible for supervision of attorneys, paralegals and law students in those units.

Staff Attorney, Greater Boston Legal Services, Boston, MA (9/77 to 6/82). Responsible for providing free civil legal assistance to low-income Asians in Boston, primarily in immigration, family law, housing and government benefits. Concentrated primarily on housing and land use issues in Chinatown. Represented tenants groups such as Tai Tung Village, Mass Pike Towers, Quincy Towers, 100 Chauncy Street, and 239 Harrison Avenue. Served as member of the Seven Person Negotiating Committee which reached a comprehensive agreement with Tufts New England Medical Center regarding land use issues in Chinatown. Took one year sabbatical in 1982 to attend the Community Fellows Program at the Massachusetts Institute of Technology.

Instructor, University of Massachusetts. Designed and conducted courses on "Law and Poverty" (Spring, 1987 Harbor Campus) and "Immigration Law and Procedure" (Fall 1987, Downtown Campus).

Coordinator, Chinatown Health Clinic, New York City (6/73 - 3/75). Initiated and staffed a free community health clinic in New York City's Chinatown. Responsible for grants writing and management, office administration, community advocacy, supervision and coordination of volunteers. Also designed and implemented Project AHEAD (Asian Health Education And Development), a program to encourage low-income and inner city Asian youths to enter health care careers.

EDUCATION

Community Fellows Program (1982 - 1983)
Department of Urban Studies and Planning
Massachusetts Institute of Technology

Spent a sabbatical year at MIT on post-graduate fellowship to study community planning and economic development.

New York University Law School
J.D. (1977)

Recipient of the Reginald Heber Smith Fellowship in Poverty Law upon graduation (1978 and 1979).

New York University
B.A. (1973)

COMMUNITY/PROFESSIONAL EXPERIENCE:

Founder, Asian Community Development Corporation
Executive Committee, Chinatown Housing and Land Development Task Force (1979 to present)

Advisor, Chinatown-South Cove Neighborhood Council
Chinatown Community Plan - Housing Subcommittee (1987).

Member, Governor's Refugee Advisory Committee
(appointment expires 9/88).

Member, Governor's Advisory Committee on Women (1984-1985)

Board Member, Quincy School Community Council (1983 - 1985)

Board Member and President, South Cove Neighborhood Health Center (1980 - 1983)

Board Member and Founder, Chinatown Health Clinic, New York City (1971 - 1977)

Board Member, Bellevue Hospital Community Advisory Board (1973 - 1975)

Board Member, Gouverneur Hospital Community Advisory Board (1975 - 1977).

PROFESSIONAL AFFILIATIONS:

Asian American Lawyers Association
National Lawyers Guild
Citizens Housing and Planning Association
Member of Massachusetts and New York bar

PERSONAL:

Born in China, raised in Chinatown in New York City.
Bilingual in Cantonese (some reading and writing), working
knowledge of Toisanese.

Tarry Hum
211 Wachusett Street, Apt. 2
Jamaica Plain, Massachusetts 02130
(617) 524-5920

EXPERIENCE

Chinatown-South Cove Neighborhood Council

7/87 - 5/88

Executive Director

Responsible for overall planning and coordination of the neighborhood council activities. Developed and implemented the community-wide planning process for the Chinatown Community Plan. Provided technical expertise in the preparation of materials on development issues for neighborhood council review. Served as a community liaison to public institutions and the media. Responsible for budget management, grantwriting and office management.

EDUCATION

Massachusetts Institute of Technology, Cambridge, MA 9/85 - 6/87

Master in City Planning. Area of Concentration: Community Economic Development with specific skills in labor economics, real estate finance and microcomputers. Courses include: Financing Community Economic Development, Economic Planning in the United States, Fundamentals of Real Estate Finance and Analysis, Labor Markets and the Organization of Work, and Computer-based Analysis for Public Management. Thesis: Parcel to Parcel Linkage: Who Benefits from the Redistribution of Wealth?

Hampshire College, Amherst, MA

9/80 - 9/83

Bachelor of Arts. Area of Concentration: Medical Sociology and Women's Health Care. Thesis: Philanthropic Imperialism: The Ideology of American Professionalism and the Peking Union Medical College, 1921-1933.

OTHER EXPERIENCE

Neighborhood Reinvestment Corporation, Boston, MA

Summer 1986

Researcher

Conducted a literature review on displacement and gentrification and prepared an annotated bibliography.

Women for Economic Justice, Boston, MA

Summer 1986

Researcher

Assisted the Women's Campaign for Social Justice "Up to Poverty" organizing effort. Co-authored the Community Works newsletter.

Chinatown - South Cove YMCA, Boston, MA

2/85 - 9/85

Program Director

Developed, implemented and coordinated educational and recreational programs for the Chinatown community including English as a Second Language instruction, tutoring for immigrant high school students, supervising a day camp and teen support group. Responsible for staff supervision and budget management.

Hispanic Office of Planning and Evaluation, Boston, MA 8/84 - 2/85

Educational Counselor

Provided counseling, resources and information on post-secondary educational options to students and low-income community residents. Consulted in the Boston Public Schools and community agencies.

AWARDS 1983 Threshold Grant Recipient: Awarded to continue research on senior thesis.

PUBLICATIONS Co-authored article, "Parcel to Parcel Linkage: Will Chinatown and Roxbury Share the Wealth?", in Spring 1987 issue of City Issues.

OTHER SKILLS Bilingual skills in Chinese (Toisanese) and working knowledge of microcomputer hardware and software: IBM PC, XT and AT machines; DOS 3.1, Lotus 123, Wordperfect, Wordstar 3.3 and Harvard Total Project Manager software packages.

ASIAN COMMUNITY DEVELOPMENT CORPORATION MEMBERSHIP LIST

BOARD OF DIRECTORS

1. Caroline Chang
2. Neil Chin
3. Joseph Chow
4. Kenneth Jong
5. Jacquie Kay
6. Howard Lee
7. Paul Lee
8. Tunney Lee
9. Andrew Leong
10. Jeffrey Wong
11. Harry Yee

GENERAL MEMBERS

- | | |
|------------------------|----------------------|
| 12. Gene Chang | 36. Marie Moy |
| 13. Nancy Chen | 37. Swan Oey |
| 14. Albert Chin | 38. Carlton Sagara |
| 15. Lorraine Chin | 39. Robert Sandborn |
| 16. Mabel Chin | 40. Mary Seeto |
| 17. Tim Chin | 41. Alfred Seeto |
| 18. Frederick Dow | 42. Alyssa Seeto |
| 19. Toy Ping Goon | 43. Benny Wong |
| 20. Herbert Hau | 44. Daniel Wong |
| 21. Angela Hee | 45. Deanna Wong |
| 22. Tarry Hum | 46. Dorothy Wong |
| 23. Mary Jong | 47. Henry Wong |
| 24. Terry Kwan | 48. Kam Tong Wong |
| 25. Walter Kwan | 49. Katherine Wong |
| 26. Daniel Lam | 50. Joseph Wong |
| 27. Bobby Lee | 51. Reginald Wong |
| 28. Carol Lee | 52. Samuel S.C. Wong |
| 29. Irene Lee | 53. Sharon Wong |
| 30. King Yee Lee | 54. Valerie Wong |
| 31. Mary Lee | 55. Wing Koey Wong |
| 32. Regina Lee | 56. Laurie Yee |
| 33. Shirley Ann Lee | 57. Pak Ying Yee |
| 34. Marilyn Lee-Tom | 58. Wing C. Yee |
| 35. David King Fai Moy | 59. Jeffrey Young |
| | 60. Buckley Yung |

Job Description of Outreach Specialist

Job Description

Outreach Specialist

Responsible for implementation of outreach plan for membership recruitment and development, and community input in all ACDC projects.

1. Production of regular newsletter to be distributed in the Asian community.
2. Involves membership and community in all aspects of ACDC activities.
3. Works with Board and Executive Director to identify and recruit members to ACDC.
4. Assists Executive Director in implementation of membership and board training programs.
5. Maintains knowledge and where appropriate, personal involvement in all ACDC projects.
6. Maintains and updates membership list, and community resource directory.
7. Coordinates activities with Executive Director, Project Coordinator, and all appropriate ACDC staff.
8. Maintains ongoing communication with membership.

Membership List

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